

ملف من الأمل

# FINANCIAL TIMES

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D 8523 A

Rebel leader in democratic armour, Page 18

|               |          |            |            |             |           |
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World news Business summary

## US will guard Kuwaiti tankers

The US said its warships would stay in the Gulf to protect Kuwaiti tankers despite a missile attack on the US frigate Stark in which at least 31 American sailors died.

## Sabena pursues merger with SAS

SABENA, Belgian national airline, and Scandinavian Airlines System (SAS) came closer to realizing their merger when Sabena confirmed it was actively pursuing the link.

## US banks may follow Citicorp move to cut debt exposure

BY WILLIAM HALL IN NEW YORK

THE US financial community yesterday welcomed Citicorp's dramatic decision to reduce the value of its \$15bn Third World debt exposure by a quarter and take a \$2.5bn second quarter loss.

ON OTHER PAGES

- Argentine debt accord; loan markets emerge from twilight, Page 4
- Editorial comment: Expensive path for other banks, Page 16
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## Bank of England calls for caution

By David Lascelles in London

THE Bank of England yesterday took the unusual step of publicly urging UK banks to press ahead with their efforts to raise their provisions against sovereign debt.

## S. Africa explosion kills 3 policemen

By Anthony Robinson in Johannesburg

THREE white South African policemen were killed and 10 people were badly injured when two powerful car bombs exploded outside the Johannesburg Magistrates Court just before lunchtime yesterday.

## Fiji violence

Fiji's Governor-General ordered troops to quell outbreaks of racial violence. Formation of an interim government, following the coup failure, was delayed. Page 18

## Contras driven back

Nicaragua's army, in its biggest operation, has driven back hundreds of Contra rebels into neighbouring Honduras and captured a rebel camp. Page 4

## Sri Lanka alert

Sri Lanka sent up to 2,000 fresh troops to the Jaffna peninsula, raising speculation that the Government might be planning an offensive against the Tamil rebel stronghold. Page 18

## Intelsat to sue

Intelsat has filed a civil suit against its former director, Richard Collins, to recover funds allegedly fraudulently obtained from the global communications group. The complaint in US Federal Court said that Collins had misappropriated Intelsat's funds. Page 18

## Indian space hitch

A seven-nation embargo on exports of components for long-range rockets could affect India's space programme, an official said. Page 18

## Secrets 'sold'

Four Japanese were arrested for selling secret US military information to the Soviet Union. The case was being treated as theft, not espionage. Page 18

## Flight strike

Flight attendants of Spain's state-owned Aviaco domestic airline began a three-day strike over pay. Page 18

## Libyan shot

A former aide of Libyan leader Muammar Gaddafi was shot and wounded in a central Vienna street. His attacker dropped a Libyan diplomatic passport. Page 18

## Kenya border 'shut'

The Ugandan Government said Kenya had unilaterally closed its border with Uganda but Kenyan officials said the border was still open although they were applying tight controls on people entering from Uganda. Page 18

## Tax reform urged

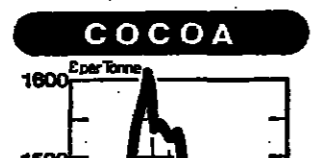
French Budget Minister Alain Juppé called for sweeping reform of France's system of indirect taxes before the European Community introduces a unified market in five years' time. Page 18

## Transplant bill

Singapore's Parliament approved a bill allowing doctors to remove kidneys from dead accident victims for transplant. Page 18

## Dentist's downfall

Swedish health authorities said they were considering an upper age limit for dentists after a patient of an 81-year-old dentist complained he had failed to find more than two dozen cavities. Page 18



COCOA prices edged below the International Cocoa Organisation's intervention support level. The London July position was £13 down at \$1,255.50 a tonne, a one-year low. Page 30

## Shares fall in nervous markets

BY JANET BUSH AND STEPHEN FIDLER IN LONDON

WORLD stock markets reacted nervously yesterday as Citicorp's decision to bolster its loan loss reserves raised renewed fears about bank exposure to Third World debt.

## Shares fall in nervous markets

Shares in the Far East and in Europe suffered heavy losses, although on Wall Street the mood was calmer yesterday following the sharp losses sustained on Tuesday.

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## Japan considers proposal for international chip trade pact

BY CARLA RAPOPORT IN TOKYO

JAPAN is considering proposals for a new international semiconductor trade agreement which could replace or augment the beleaguered bilateral US-Japan semiconductor trade pact.

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**LEARNING TO LIVE WITH THE OTTOMAN LEGACY**

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## OVERSEAS NEWS

# S. Korea court protest over judge's decision

BY MAGGIE FORD IN SEOUL

THE DEFENCE counsel in the trial of three South Korean journalists accused of violating the country's national security laws yesterday protested strongly at the judge's refusal to allow the accused to call expert witnesses on press freedom.

The journalists, who work for a bi-monthly magazine "Words" were charged following their decision to publish guidelines issued by Seoul's Ministry of Culture and Information to local newspapers on what they should print. The journalists face long jail sentences and in the event the death penalty if they are found guilty.

Attention has focused on the case because the South Korean Government has recently offered to allow a greater measure of press freedom. The offer came in the wake of President Chun Doo Hwan's announcement last month that talks on democracy were to be suspended until after the Seoul Olympic Games in 1988.

South Korea's press has been more strictly controlled than in most Asian countries for years, although some relaxation has been permitted recently. The two journalists who work for "Words" were sacked from their jobs on national papers in 1975 and 1980 during government purges of journalists seen as too radical.

The third journalist, a sub-editor on the Hankuk Ilbo daily newspaper, is charged with supplying a copy of the ministry guidelines. Government officials say that because of the country's security situation, it is necessary to ask newspaper editors to co-operate on military, diplomatic and ideological matters. But according to senior South Korean journalists, the guidelines routinely instruct press and television on the length and placement of articles, on whether or



Chun Doo Hwan

not to use pictures or film of individuals or events and on what articles may not be published. Counsel for the three accused yesterday told a courtroom packed with about 150 foreign and local journalists that the people's aspirations for democracy and freedom rested on the outcome of the hearing.

He complained that the judge, who had earlier been praised for conducting a fair trial, had no independence and was subject to "invisible pressure".

The defence has called an array of senior local journalists and editors to the witness stand. But before the hearing the judge decided that plans to call experts on press freedom, including resident foreign journalists who have published articles about the trial, could not go ahead.

Yesterday's hearing was abruptly adjourned until next week by the judge after a volley of defence protest at his decision had excited applause from spectators and heated argument from the prosecution. A Ministry of Culture and Information spokesman said there would be no comment until the case was concluded.

# P.W. Botha warns business on politics

SOUTH AFRICAN President P.W. Botha has told businessmen to stay out of politics and confine themselves to commercial affairs, Reuters reports from Bloemfontein.

Addressing the influential Afrikaanse Handelsinstituut (Commerce Institute) last night, Mr Botha said his warning applied particularly to attempts by some South African businessmen "to improve the credibility of revolutionary elements" like the outlawed African National Congress (ANC) guerrilla group.

"Let each of us - government and the private sector - carry out the responsibilities entrusted to us in our own terrain," he said.

"Business leaders can now safely leave the government in the hands of the people who are the chosen leaders of the country."

In his bluntest speech yet on the involvement of businessmen in politics, Mr Botha warned executives not to try to prescribe to the government on political issues.

He also warned the heavily censored media and the universities not to promote opposition activities "under the guise of freedom of the press and of expression."

Mr Botha singled out executives who have held talks with exiled leaders of the banned ANC for particular criticism. He did not name the businessmen, but said the ANC was "cynical and even insulting" about them. Two years ago, a group of South African executives, most of them members of the country's English-speaking corporate elite, went to Lusaka, Zambia, to talk with ANC representatives.

Last year, the country's two biggest employer groups, the Federated Chamber of Industries (FCI) and the Association of Chambers of Commerce, advanced detailed proposals for political federalism.

They called for a bill of rights that would give all South Africans a vote, but retain guarantees for the security of the white minority.

Tony Walker examines the pressures on Mubarak after the IMF pact

# Egypt battles with its past



Khedive Ismail—thorny legacy

In conversation with Egyptian intellectuals and officials about their country's financial crisis, it is surprising how often the name Khedive Ismail is mentioned. It is almost as if the 19th century ruler is a contemporary figure.

These references to the profligate Ottoman ruler, who bankrupted Egypt and was forced to sell its share in the Suez Canal to Britain, reveal how important Egypt's past is in assessing its present and the future. Egyptian sensitivity about indebtedness to foreign banks is attributable in part to Khedive Ismail's legacy.

The International Monetary Fund last week, after protracted negotiations, approved an Egyptian request for \$325m in balance of payments support as part of the first phase of a rescue package that requires Egypt to begin implementing limited economic reforms.

A feature of the IMF agreement is its flexibility on the timing of reforms and its sensitivity towards political constraints on the Egyptian government. There is no requirement, for example, for bread price rises.

A generous IMF arrangement, while hardly viewed by Egyptians as an ideal solution to their problems, will, nevertheless, provide a breathing space for the hard-pressed Administration.

But Egyptians question whether President Hosni Mubarak, who is nearing the end of his first six-year term, will make the best of diminishing opportunities to overhaul a cumbersome bureaucracy, widely acknowledged to be the

Mr Tahnin Bashir, a former senior diplomat and spokesman for Mr Sadat, believes that Egypt is an "institutional bureaucracy" incapable in its present form of responding to challenges such as the poor record of public sector industry which is responsible for 70 per cent of

industrial output the failure of agriculture to meet the needs of a growing population, and urban overcrowding. Acceptance of the IMF reform package is seen in Egypt as a possible, important step towards a rationalisation of the economic and bureaucratic structure, but optimism is tempered by lessons of the past. An IMF loan agreement in 1978-79 quickly collapsed because of lack of political will to pursue reforms. This time, the position is more precarious with queues of creditors knocking at the doors of the central bank. Egypt needs an IMF agreement to facilitate, through the Paris Club, a rescheduling of about \$10bn of official debt.

This would enable it to re-establish its creditworthiness, undermined by mounting arrears on its total foreign debt of about \$40bn. Payments on suppliers credits, for example, are more than 20 months overdue. Western officials regard as promising Egypt's acceptance of IMF terms which include reductions in the budget deficit, exchange rate reforms, increases in interest rates, restrictions on credit and energy price rises. But they warn that the reforms mark a minimum first step. Price increases for fuel oil and kerosene, even though substantial in percentage terms, leave them at only a fraction of the cost of such items on the world market. Progressively tougher IMF requirements will be attached

## ECONOMIC INDICATORS

|                         | 1982   | 1983 | 1984   | 1985   | 1986   | 1987*  |
|-------------------------|--------|------|--------|--------|--------|--------|
| Real GDP growth (%)     | 5.5    | 7.5  | 5.0    | 6.9    | 3.0    | —      |
| Inflation (%)           | 14.9   | 16.1 | 17.1   | 13.5   | 25.0   | 25.0   |
| Current account (US\$m) | -1,852 | -411 | -2,081 | -2,245 | -3,000 | -3,000 |

\* Estimates.

to the disbursement of additional funds—if Egypt is able to sustain the reforms. "If there are any problems I'm sure they will backtrack," said a Western economist.

Egypt's main concern about the package, apart from a worry about the political consequences of being seen to bow to external demands, appears to be over the possible impact of the reforms on prices. A senior IMF official said that Mr Mubarak was less concerned about the substance of the IMF programme than about its inflationary effects.

Increases in Egypt's cost of living are estimated by independent authorities, such as the World Bank and IMF, to have been between 20-30 per cent in 1986. This is a significant increase on the year before when price increases were in the order of 15 per cent. Inflation is both an enemy of reform and a threat to the IMF programme.

Bankers are also worried about the impact on economic growth of IMF-inspired measures to restrict credit. They say this could deepen the recession, as it will affect most immediately the more dynamic private sector.

The IMF agreement and its aftermath is seen as a possible watershed in Mr Mubarak's Presidency. It affords him an opportunity to push forward genuine reforms, but it is also a potential danger period if the reforms lead to undue pressures on prices.

The good news for Mr Mubarak is that two of Egypt's main foreign exchange earners have strengthened. Oil prices have firmed and tourism is up. Not all Egyptians necessarily welcome signs that pressures are easing on the government. They fear that this might encourage it to ignore the need for fundamental reforms. "I'm happy if there are pressures," said Mr Bashir. "I think the Egyptian system works better under adversity."

# Indonesia urged to adopt fresh reforms

By John Murray Brown in Jakarta

THE WORLD BANK has called on Indonesia to adopt new trade and investment reforms while maintaining balance of payments stability in the wake of last year's dramatic collapse in oil earnings.

In its confidential annual report, the Bank recommends continued tight monetary policy, the roll back of agricultural subsidies and the dismantling of trade protectionism to encourage non-oil exports.

The report comes ahead of next month's meeting of Western donor nations in The Hague of the Inter Governmental Group in Indonesia.

The Bank recommends the level of aid—in the form of soft loans and grants—at \$2.5bn (£1.5bn), much the same as amounts pledged in 1986. However the Bank urges donors this year to provide "special assistance in the form of local cost financing."

The report estimates that non-oil growth in the economy will be at 2 per cent over the next two years. Total GDP growth last year was estimated at 2.4 per cent.

The Bank projects Indonesia's annual external borrowing requirements over the coming three years at \$6.9bn, 25 per cent higher than present levels.

Total debt is forecast to reach \$46.1bn in 1990, but the service ratio—debt repayments as a percentage of exports of goods and services—will peak at 41 per cent in 1987-88 compared with 37 per cent in 1986-1987.

While continuing to cut imports—down 15 per cent in 1986 the Bank calls for further deregulation in import and trade licensing to keep the current account deficit in 1987-88 to about \$2.3bn, down from \$4.1bn in 1986-87.

# Left wing threat to Aquino

By Richard Gourlay in Manila

THE left wing Alliance for New Politics yesterday said there was a good chance its supporters would become disillusioned and abandon electoral politics in favour of armed struggle following what it said were fraudulent elections in the Philippines last week.

The ANP accused the administration of President Corason Aquino and her coalition of massive vote buying and intimidation by the military especially in areas where its candidates were strong. Mrs Aquino looks likely to win 22 of the 24 senatorial seats and three quarters of the 200 elected House of Representatives seats.

The Government claims some of the political movements in the ANP have strong links with the Communist New People's Army rebels.

# Japanese held for selling US fighter secrets

By Carla Rapoport in Tokyo

TOKYO police have arrested four Japanese for allegedly selling US military information to the Soviet Union in what is believed to be the first case of its kind.

The information, which concerned the US F-16 aircraft, was allegedly stolen by a Japanese employee at the US military base in Yokota, near Tokyo. He then sold the information to a Tokyo-based writer on military affairs who in turn, sold it to two others.

All four are now co-operating with police inquiries. The Soviet officials who bought the information, however, have since left Japan.

The Japanese are treating the case as theft, not espionage. However, police investigators say that evidence of spying could emerge from subsequent questioning of the four suspects.

# Israel cabinet to consider sanctions plan

AN ISRAELI Government committee has prepared a report for cabinet approval on sanctions against South Africa in line with those adopted by Western nations, Reuters reports from Jerusalem.

A Foreign Ministry official declined to elaborate on the contents of the report prepared by a group led by Mr Yossi Beilin, Foreign Ministry Director-General.

Officials have said Israel, in protest against Pretoria's racial policies, was considering banning new investments in South Africa, reducing trade and barring ministerial visits.

Israeli leaders have been under US pressure to reduce ties with South Africa. They asked the committee to propose trade and cultural sanctions two months ago, when Israel announced a ban on new military contracts with Pretoria.

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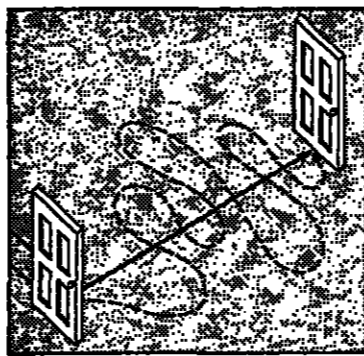


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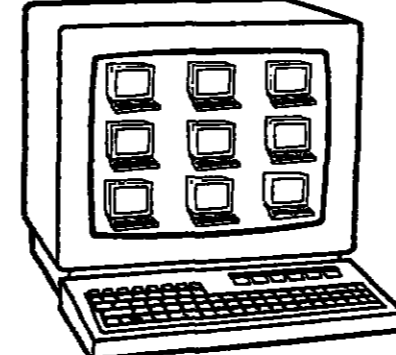


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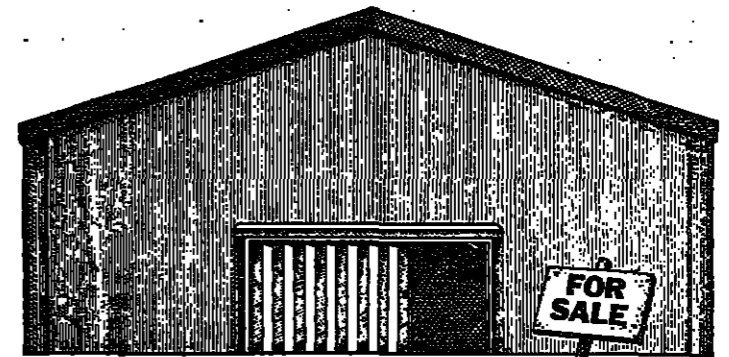


FIG 3. An empty warehouse means DHL are doing a good job on the road (and in the air).

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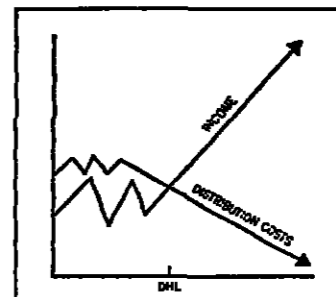


FIG 4. Up, up and away go those profit margins.

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## CITICORP AND THE DEBT CRISIS

## PARIS CLUB DEAL

## Argentina signs \$2bn debt payment accord

BY ALEXANDER NICOLL

ARGENTINA yesterday clinched a \$2bn debt rescheduling agreement with the Paris Club grouping of sovereign creditors, a key element in the country's extensive refinancing programme.

The agreement was terms believed to be unprecedented for a Latin American debtor and will strengthen Argentina's case with commercial banks from whom it is currently seeking a \$32bn rescheduling and new loan package.

Argentina debt falling due from January 1988 to June 1989 will be rescheduled over 10 years including six years grace. Unlike Brazil and Mexico, Argentina has succeeded in having 100 per cent of principal and interest rescheduled both on arrears and payments still to come due.

The agreement is conditional on Argentina finalising its International Monetary Fund programme, which in turn is dependent upon the bank package reaching the "critical mass" of acceptance, believed in Argentina's case to be more than 90 per cent of the total.

Separately, the World Bank's board has approved a \$500m loan to support Argentine export reforms, part of a \$2bn package of financing from the Bank.

The Paris Club, which agreed an \$800m rescheduling pact with Zaire this week, is also scheduled to hold talks with Egypt. The agreement is part of a series by major debtor countries with sovereign and commercial creditors which has helped to reduce concerns about the debt crisis and paved the way for Citicorp to adopt its new stance this week.

## British clearers face loss provision pressure

By David Lascelles, Banking Editor

AFTER the US banks, British banks face potentially the most difficult decisions in the wake of Citicorp's move to transfer \$3bn to its loan loss reserve.

Although they have steadily been increasing their reserves against loan losses in recent years, the UK clearers remain among the less well provided for as regards Third World debt.

While it seems unlikely that any of them will be prompted to make a sudden massive provision as Citicorp has done, the move by the largest US bank may ensure that pressure for further provisions will be maintained. The statement by the Bank of England yesterday will make sure of that.

The two most exposed banks are Midland Bank, which acquired most of its Latin American exposure through Crocker National Bank, its former US subsidiary, and Lloyd's Bank, which has traditionally had a large business in countries such as Brazil, Argentina and Mexico.

At the end of last year, Midland had a total of \$3.4bn out to Brazil, Mexico and Argentina.

Although Midland does not detail its provisions, it did make a special \$160m charge against loans to "certain rescheduling countries" in its 1986 accounts.

Its total provisions at the end of the year amounted to 3.1 per cent of its loans, below the 3.7 per cent set by Citicorp after this week's increase.

To achieve Citicorp's level in one swoop, Midland would have to set aside \$400m to \$600m, analysts estimate, which would leave it with a loss of \$200m on this year's profit expectations.

Lloyds Bank has \$2.7bn out to Mexico, Argentina and Brazil. Its total provisions at the end of last year amounted to 2.7 per cent, equivalent to 2.3 per cent of total loans.

If Lloyds were to match Citicorp, the cost would be equivalent to well over half this year's expected profits, again making dramatic action most unlikely.

Both Barclays and NatWest have smaller exposures to the Third World debt problem. Mr Peter Leslie, the managing director of Barclays, said last night that Barclays regularly looks at its exposures and builds up its reserves as it sees necessary. "Every bank must read this in its own way," he said.

The other factor weighing in the equation is the progress British banks have made in increasing their reserves, as this also makes them better able to withstand losses.

The exception here is Midland whose reserves were depleted by losses suffered through Crocker National Bank. There was renewed speculation in the market this week that Midland will shortly make a rights issue, though any such plans may well have been affected by the Citicorp announcement.

## Brodersohn serves up a financing menu

Alex Nicoll on Argentine efforts to secure a \$32bn package with bankers

MR MARIO BRODERSOHN, Argentina's Treasury Secretary, is offering bankers what he hopes will be a tempting meal. He wants them to devour it quickly.

The bespectacled, pipe-smoking official, who has the air of an affable intellectual and a strong theoretical grasp of the developing world's debt problem, has turned salesman.

At meetings with bankers around the world, he has been urging them—with the help of International Monetary Fund and World Bank officials as well as leading bankers—to accept his country's \$32bn bank financing package.

The request for a \$30bn rescheduling and \$2bn new loan is a crucial test of the "menu" approach, under which banks and the borrower offer each other a range of alternative financing options.

The hors d'oeuvre, Mr Brodersohn quipped yesterday, is a juicy incentive fee for banks which commit themselves quickly. The main course includes "carve-out." And for dessert, "exit" bonds.

All these are innovative elements of a package which was already something of a watershed and has taken on added significance since Citicorp, which heads Argentina's advisory committee organising the deal, adopted its new approach to Third World debt this week.

All parties to the five-year-old debt crisis have accepted—with the painfully slow arrangement of a \$7bn loan for Mexico and Brazil's slide into new, as yet unresolved, payments problems—that the format of rescue packages was in need of drastic overhaul.

Mr Brodersohn has spoken not only of the need to find a long-term solution to the problem of transfers of resources, but to speed up the procedures of existing mechanisms.

Argentina, he points out, set out on the road to refinancing last autumn when it opened negotiations with the IMF, and is awaiting the commitments of banks to their package before it can receive IMF money.

Hence the elements of the Argentine bank package, which could prove a model for other countries. They include:

● Fees of 1 per cent of a percentage point if banks commit to provide new loans of \$1.95bn by June 17 and 1 by July 17.

● The "carve-out." This means that all Argentina's bank debt is being rescheduled instead of a situation whereby loans mature in certain years, Argentina thus obtaining a true seven-year grace at the beginning of the 19-year rescheduling, and scaled repayments of principal increasing each year so that 58 per cent of the \$32bn will be repayable after the year 2000.

● Debt-equity swaps. Though these are by no means new, the Argentine plan is extensive and linked in the form of bearer bonds with the same terms as the new loan, similarly immune from rescheduling. This is aimed at small banks reluctant to take part in new loans.

● "New money bonds." Banks may elect to make the new loan, up to a maximum of \$1m each, in the form of bearer bonds with the same terms as the new loan, similarly immune from rescheduling. This is aimed at small banks reluctant to take part in new loans.

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Alex Nicoll on Argentine efforts to secure a \$32bn package with bankers

watered and has taken on added significance since Citicorp, which heads Argentina's advisory committee organising the deal, adopted its new approach to Third World debt this week.

All parties to the five-year-old debt crisis have accepted—with the painfully slow arrangement of a \$7bn loan for Mexico and Brazil's slide into new, as yet unresolved, payments problems—that the format of rescue packages was in need of drastic overhaul.

Mr Brodersohn has spoken not only of the need to find a long-term solution to the problem of transfers of resources, but to speed up the procedures of existing mechanisms.

Argentina, he points out, set out on the road to refinancing last autumn when it opened negotiations with the IMF, and is awaiting the commitments of banks to their package before it can receive IMF money.

Hence the elements of the Argentine bank package, which could prove a model for other countries. They include:

● Fees of 1 per cent of a percentage point if banks commit to provide new loans of \$1.95bn by June 17 and 1 by July 17.

● The "carve-out." This means that all Argentina's bank debt is being rescheduled instead of a situation whereby loans mature in certain years, Argentina thus obtaining a true seven-year grace at the beginning of the 19-year rescheduling, and scaled repayments of principal increasing each year so that 58 per cent of the \$32bn will be repayable after the year 2000.

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question the concept of the package, they want to be sure that Argentina's economy is still on track and have been watching negotiations on wages with concern. Mr Brodersohn has high hopes that the wage/price freeze can be lifted without an explosion in both, and that this should be achieved "without too much social tension."

Banks, mindful of the Mexican loan, are also concerned about "free riders"—banks which refuse to take part but must continue to be paid interest on old loans out of money lent by banks which do take part. In Argentina's case, there are fewer US regional banks. Also, there is almost no "cushion": banks have all been asked to put up 9 per cent of their exposure and unless they all do so, the \$1.95bn new money target will not be met.

While banks assess their response, Mr Brodersohn can sit back and wait. At a moment after visiting Tokyo, Washington, Toronto, Paris and Frankfurt last week, he is taking a day off in Rome tomorrow after completing three days of talks in Paris.

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## WORLD TRADE NEWS

## Japanese shipyard orders fall by 58%

By Kevin Brown, Transport Correspondent

JAPANESE shipyards won 58.2 per cent fewer orders in April than in the previous month, according to figures from Japan's Ministry of Transport.

The ministry said the volume of new orders fell from 435,953 gross tons in March to 182,350 gross tons in April. This was a fall of 16.8 per cent since April 1986.

The figures indicate that the 21 Japanese shipbuilding groups are continuing to bear the brunt of the prolonged recession in world merchant shipbuilding, partly because of the continued strength of the yen against the US dollar.

Figures published by Lloyd's Register of Shipping, the independent London-based classification society, show that the world order book fell by 3.5 per cent in the first three months of 1987.

Lloyd's said total orders amounted to 29.5m tons during a decline of 771,393 tons during the quarter. This compares with total world orders of more than 31m tons two years ago.

New orders placed during the quarter amounted to 3.4m tons, approximately 0.3m tons less than output, Lloyd's said.

Japan suffered a loss of 1.62m gross tons in total orders, to 4.94m tons. Other major losers were Spain—down 107,243 tons to 375,395; France—down 36,830 tons to 284,445 tons; the UK—down 31,448 tons to 262,407 tons; East Germany—down 26,260 tons to 537,067 tons; India—down 21,263 tons to 476,590 tons; and Yugoslavia—down 10,382 tons to 1.51m tons.

The People's Republic of China recorded a loss of 28,790 tons to 685,383 tons, while Taiwan increased its total order book by 18,429 tons to 608,929 tons.

The biggest increase was recorded by South Korea, which improved its order book by 240,203 tons to 4.48m. Other major increases were recorded by Italy—up 307,568 tons to 1.08m tons; West Germany—up 123,305 tons to 623,015 tons; Poland—up 135,256 tons to 977,678 tons; Brazil—up 71,827 tons to 860,065 tons; Finland—up 97,690 tons to 454,953 tons; and Denmark—up 12,091 tons to 612,752 tons.

## US set to resist Tokyo plans for global chip deal

BY LOUISE KEOH IN SAN FRANCISCO

PROPOSALS reportedly being drawn up by the Japanese for a new international semiconductor trade agreement would meet strong resistance in the US, officials said yesterday.

US industry and government officials stressed, however, that Japan had not tabled the proposals in Washington, either officially or unofficially.

They said that the reported proposals for a global chip trade agreement based upon floor prices and quotas amounted to little more than an expansion of the position adopted by Japanese officials in talks which led to last September's semiconductor agreement between the two countries.

The Semiconductor Industry Association, an influential trade group that has represented US chipmakers throughout the current trade dispute, stressed that it has always been and remains strongly opposed to industry-wide floor prices or any quantitative restrictions upon semiconductor trade. Any such arrangement would be harmful

to semiconductor buyers, the SIA maintains.

US trade officials consistently rejected Japanese offers to impose price floors and regulate production throughout last year's negotiations. Instead, the US insisted upon "fair market value" pricing on a company by company basis which is intended to ensure that efficient producers maintain a market advantage.

In Washington, proposals for any international semiconductor trade agreement are unlikely to be entertained until the current dispute over implementation of the bilateral pact is settled. Last month President Reagan imposed \$300m in tariffs on selected goods.

US and Japanese trade officials are scheduled to meet in Washington next week to "exchange data" on Japanese memory chip exports and prices. The Japanese hope that these talks will lead to the lifting of the tariffs, but the US appears to be in no hurry.

Japan's apparent intention to include European and South-

JAPAN IS to present the US with statistics suggesting that imports are winning a growing share of the Japanese computer chips market, AP-DJ reports from Tokyo.

It will introduce the data at bilateral talks in Washington next week to determine whether Japan is honouring a semiconductor agreement reached with the US last September. The accord requires Japan to increase the market share of US computer chips and to prevent the dumping of Japanese semiconductors overseas.

The US has imposed punitive 100 per cent tariffs on Japanese electronic goods like personal computers and televisions in retaliation for Japan's alleged failure to abide by the accord.

East Asian semiconductor producers in proposals for an international trade pact have brought mixed reactions in the US. It is, said industry trade experts,

Japan is hoping the talks will lead to the tariffs being dropped.

The Japanese statistics compiled by the Ministry of International Trade and Industry, show the share of foreign-made chips in the Japanese market growing steadily. The national newspaper, Mainichi Shimbun, said the share was 12 per cent in April and 12.5 per cent in March. In the six months from last April, it was 10.1 per cent.

The newspaper said also the ministry had found Japanese 256-kilo bit computer memory chips were being sold for about \$2.5, near the fair market value calculated by the US Commerce Department.

"An issue that has never been raised before."

While such a proposal could raise the "interesting" possibility of discussions on high tech-

nology trade at the next GATT round, it seems unlikely that the US would have much to gain from an international semiconductor trade pact, officials said.

The proposals are most likely intended to probe European and US attitudes on the issue of regulating international semiconductor trade, a close observer of the trade dispute suggested.

Initial reactions from the semiconductor industry were not enthusiastic. The US-Japanese trade pact was, they point out, a response to two specific trade problems: Japanese dumping and the apparent refusal of Japanese companies to purchase foreign chips. Neither problem exists in any other chip-producing country.

The US industry would also be opposed to being included in any price monitoring system. While it is reasonable, they say, to impose price monitoring upon Japanese companies that have a history of dumping, it is not reasonable to impose such

burdens upon US or other foreign companies that have not been found to have dumped chips below fair value.

US industry officials also expressed concern that it might take a long time to hammer out an international agreement. They fear that such negotiations could delay progress in implementing the current bilateral pact.

US industry executives are becoming increasingly optimistic that the existing bilateral pact can be made to work. They acknowledge that dumping by Japanese producers in third country markets has virtually ceased and some report a significant increase in orders from Japan.

Both government and industry executives reject suggestions that Japan might cancel the bilateral trade agreement if proposals for an international agreement were rejected. Any such action would be sure to meet with strong Congressional retaliation against Japan, they suggest.

## Canadians try to defuse free trade deal row

By Bernard Simon in Toronto

US AND CANADIAN trade negotiators have set up a special working party on Canada's foreign investment policies in an effort to resolve a major stumbling block in the year-old talks on a US-Canada free trade agreement.

Washington has thrown a spanner into the works by demanding that Canada reduce barriers to foreign investment as part of the free trade package.

Mr Simon Reisman, Canada's chief negotiator, said after a meeting between the two teams outside Ottawa, that this was a matter of extreme importance to them. He said US cabinet members, as well as President Reagan, had raised the investment issue in recent meetings with their Canadian counterparts.

The US demands come at an awkward time for the Canadians. Foreign investment has re-emerged as a delicate political issue in the wake of several large foreign takeovers of Canadian companies, notably the C\$5.2bn bid by Amoco, the US oil group, for the troubled Calgary-based energy producer, Dome Petroleum.

Ironically, the Progressive Conservative government in Ottawa has made the attraction of foreign investment a cornerstone of its economic policies since taking office in September 1984. It has reversed many of the restrictive measures, especially in the energy sector, put in place by the previous Liberal Government.

One view is that Washington has raised the investment issue in the trade talks to counter Canada's key demand for exemption from US protectionist measures, notably its trade remedy law.

Mr Reisman said there were still "some big rocks to move" in the free trade negotiations. Earlier hopes that a draft agreement would be drawn up by late June have faded.

On the other hand, an accord must be approved by Congress before January 1988, when the "fast-track" negotiating mandate given to the Reagan Administration expires.

## Hong Kong exporters claim breakthrough

BY PETER MONTAGNON IN HONG KONG

HONG KONG'S exporters believe they have made a significant breakthrough in penetrating the Japanese market for luxury consumer goods with first quarter exports rising to HK\$1.5bn, 68 per cent higher than last year.

Although overall trade with Japan remains in substantial deficit, the growth in exports, which follows a 39 per cent increase for 1986 as a whole, is seen as evidence that Japan's import market is not as restricted as western exporters often claim.

The export trend is regarded as a consequence of the steep rise in value of the yen as well as the fruit of promotion of Hong Kong by the territory's Trade Development Council in helping to foster an image of quality for Hong Kong goods.

Exporters say that doing business with Japan is still not easy, but it has become more attractive for textile manufacturers as they run up against

quota restrictions on sales to the US. Japan has no textiles quotas.

According to Mr Kuang-Pin Chao, chairman of the Novel Enterprises textiles group whose sales to Japan accounted for 9 per cent of turnover or HK\$100m last year, Japanese buyers are less concerned with price than quality control over which they are "very demanding."

Novel's success in selling to Japan is the fruit of long efforts, starting in 1958 when Mr Chao sent his eldest son to Japan to learn the language. Now junior sales and technical staff are being taught Japanese because "it is at this level in Japan that decisions are made."

Leading the list of Hong Kong products sold in Japan last year were fur garments, sales of which jumped 50 per cent to HK\$1.6bn. Sales of other garments rose 32 per cent to HK\$808m, but watches and clocks, where Hong Kong firms face strong competition within Japan itself, also rose by 45 per cent to HK\$971m.

## Economy aero engine tested on airliner

By Lynton McLean

MCDONNELL DOUGLAS, the US aircraft manufacturer, has flown for the first time a modified MD-80 airliner powered by a General Electric unducted fan engine.

McDonnell Douglas said the flight was the first test of an unducted fan engine mounted on an aircraft that could use this type of engine in commercial operations.

The engine has two large fans, rotating in opposite directions, to push air through the air at speeds comparable with those of conventionally jet powered airliners, but using about half the fuel.

The unducted fan engine offers potential reductions of up to 25 per cent in fuel consumption, compared with the predictions for the most advanced versions of turbofan engines and up to 40 per cent to 50 per cent below existing aircraft.

GE said the engine could enter commercial airline service in 1991. McDonnell Douglas is planning the MD-91X, a UDF-powered derivative of the MD-80 series of aircraft, with between 115 and 130 seats.

## Van Hool challenges Thai rebuff

BY PETER UNGPHAKORN IN BANGKOK

VAN HOOL, the Belgian bus manufacturer, is challenging a Thai cabinet decision to scrap a leasing contract for 300 articulated air-conditioned buses.

Belgium diplomats in Bangkok are handling the affair cautiously, but on Monday, the Belgian minister for foreign trade, Mr Herman de Croo, asked the Thai ambassador in Brussels to explain the situation.

Two Van Hool executives arrived in Bangkok yesterday to seek clarification about last week's decision.

On Monday a Flemish news-

paper carried a report questioning Thailand's seriousness as a trading partner. Such reports are unlikely to be treated sympathetically by ministers in Bangkok.

The Thai cabinet decided on May 13 to go ahead with a seven-year leasing contracts for 1,200 locally assembled buses—300 Hino, 300 Isuzu, 500 Daewoo and 100 Mercedes Benz buses. But it rejected the Van Hool contract saying the DM 236.8m cash price for the 300 buses was too high.

All the contracts were signed

on August 7 but were immediately suspended and re-negotiated. They are controversial because of the speed and secrecy in which they were concluded.

Van Hool has been trying for six years to supply buses to the debt-ridden Bangkok Mass Transit Authority. It argues that the quality of its buses justifies the high cost of the investment.

Thailand remains attractive for private investment projects, but the government's much praised fiscal caution has held up public sector projects.

## EC and Efta scrap more trade barriers

TWO NEW STEPS towards the scrapping of trade barriers between the European Community and Efta, the European Free Trade Area, were formally signed in Interlaken, Switzerland, yesterday, our Brussels staff writes.

The first agreement will extend the use of a single import, export and transit document—the so-called single administrative document—from the 12 EC states to include the six members of Efta.

Ministers of the Efta countries—Austria, Finland, Norway, Iceland, Sweden and Switzerland—and Mr Willy De Clercq, EC external relations commissioner, also signed a convention to apply a common procedure for goods in transit between any of their respective members, and within Efta.

Mr De Clercq called for greater efforts to remove barriers to trade in other areas, such as allowing greater access to public purchasing contracts across borders, and the elimination of remaining quantitative export restrictions.

The Efta states have become increasingly concerned that the Community's aim of removing all barriers to international trade by 1992 will leave them very much second-best in the European free trade area—a concern which has caused industrial lobbies in both Norway and Austria to raise again the possibility of applying for full EC membership.

On the other hand, an accord must be approved by Congress before January 1988, when the "fast-track" negotiating mandate given to the Reagan Administration expires.

## TUNGSRAM AT LORD'S

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## UK NEWS — THE GENERAL ELECTION

## Campaign journalists in rift with Labour

By David Brindle

THE UNEASY relations between Mr. Neil Kinnock, the Labour leader, and Fleet Street hit a fresh low yesterday as about the time of the election, Mr. Kinnock's officials, and the leader himself, make no secret that their patience has been sorely tried by many of the national newspapers and that television gets priority during the campaign.

After two days on the road, there is already slumbering discontent among the "writing press" (as the travelling newspaper representatives are known by Mr. Kinnock's aides) at the return they are getting for the £3,500, not including food and accommodation, they are each paying for accompanying the leader's caravan.

Mrs. Sherratt brought the complaints of both sides into stark focus. Arriving yesterday at an information technology training centre in Bury, Lancashire, the newspaper reporters spotted the 72-year-old widow sitting outside her council house nearby, which displayed a Tory election poster.

Interviewed, she said: "I receive rent and rates rebates and housing subsidy, and with that I am better off than ever I have been in my life — and you can tell Mr. Kinnock that if you wish."

"If every pensioner in this country told the truth, they would say the same as me."

The attention given to Mrs. Sherratt's forthright views dismayed the Kinnock team. But it was hardly surprising, given that the newspaper journalists were told there would be room for only one of them to join a tour of a training centre — the television crews taking precedence.

The writers say that their grievances are not just special pleading, but that Labour is making a serious tactical error in concentrating on innocuous "film and photo opportunities" like Mr. Kinnock's three workplace visits yesterday.

## TUC urges support for Labour

By Philip Bassett

THE TRADES Union Congress yesterday urged people to vote for Labour as the best hope for jobs and for combating poverty.

Although Labour and the unions are widely seen as connected, the endorsement of Labour by the TUC general council is significant given the public distancing of the party from the unions by some Labour leaders in the run-up to the election.

Mr. Norman Willis, TUC general secretary, stressing that the unions had forged an understanding "with Labour on the economy and law, said: "It is the Labour Party that offers fresh hope in place of growing divisions and decline. They deserve the confidence and support of the British people."

Members of the local government union Nalgo, which is not affiliated to Labour, and Mr. John Lyons, general secretary of the Engineers' and Managers' Association, who is an individual member of the SDP, abstained from voting.

Three civil service unions which are not affiliated to Labour did support the TUC's endorsement.

Mr. Willis rejected the suggestion that, because 61 per cent of trade union members voted in the 1983 election for parties other than Labour, the TUC's endorsement was out of step with union members' views.

## Labour leads in poll of the young

LABOUR has a seven-point lead over the Conservatives in an opinion poll carried out among young people for the Transport and General Workers' Union.

The NOP poll, covering 510 young people between 15 and 24, gives Labour 37 per cent, compared with 30 per cent for the Conservatives and 27 per cent for the Alliance.

A fifth of the sample were trade union members.

The poll found that 56 per cent of the young people thought trade unions benefited their members. A total of 74 per cent thought that youngsters were "exploited" by being cheaply employed on the Government's Youth Training Scheme.



Time for a change—Neil Kinnock gets set to leave a Manchester press conference yesterday. With him (from left) are John Prescott, Bill Jordan and Barbara Castle.

## Tories would not cut dole queues, Kinnock claims

By David Brindle, Tom Lynch and Lisa Wood

THE LABOUR leadership yesterday concentrated its attack on the Government's record on unemployment, with Mr. Neil Kinnock, the party leader, claiming that the Conservatives could not and would not reduce the dole queues and Mr. Roy Hattersley, his deputy, accusing Mrs. Thatcher of deliberately keeping unemployment high.

Mr. Kinnock picked up last week's comment by the Prime Minister that she intended to "go on and on" when he said that, if she achieved that ambition, the country would "go on and on" paying a bill of £21bn a year for idleness.

During a day campaigning in the north-west of England, he said of the Tories: "Their attitude is a mixture of surrender and sabotage — a complete betrayal of the millions of unemployed, of the millions more who fear unemployment."

The refusal of the Conservatives to set any target for cutting the dole queues was an admission that they could not and would not ease unemployment, he said.

Mr. Hattersley accused the Government of deliberately creating unemployment and keeping it high. "The economy they choose to run on behalf of their friends and patrons requires high levels of unemployment just as it required an end to manufacturing industry and this country's increasing dependence on the City of London, with its sleazy undercurrent of illegality and its callous disregard for the rest of the economy."

Repeating Labour's charge that the Government had interfered with unemployment statistics, he said: "There has been a carefully organised conspiracy to hide the facts about both jobs and manufacturing. During the campaign we must cut through the calculated deceit."

Mr. Hattersley said Labour's commitment to reducing unemployment in two years was made not just because it was a

moral duty, but because the nation could not afford to squander its most precious asset.

Mr. Giles Radice, the shadow Education Secretary, said unemployed building workers would be put back to work to tackle the £500m backlog of repairs to school buildings.

Mr. John Smith, the shadow Trade and Industry Secretary, said the Government's handling of the Austin Rover Group proved that the Tories "simply cannot be trusted to secure the future of the motor vehicle industry."

He told members of Unatt, the building workers' union: "They almost succeeded in selling ARG to Ford behind the backs of the employees, the management and the people of the West Midlands. They were stopped in their tracks only by a vigorous campaign in parliament, by their internal confusion during the Westland affair and by an outcry from the West Midlands. After that bitter experience, who can trust them again?"

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## Thatcher hits back at Owen protest

By Philip Rawsthorne

MRS THATCHER yesterday dismissed angry protests from SDP leader Dr. David Owen about the Conservatives' manifesto "line" in the Alliance in describing the defence policy as "one-sided disarmament by default or inadvertence."

The Prime Minister told Dr. Owen: "On this crucial defence issue there is little to choose between Labour and the SDP-Liberals."

In a letter to Mrs. Thatcher, Dr. Owen had demanded a retraction and correction of the statement which implied "that we would take this country down the same disastrous road as the Labour Party towards a frightened and fellow-travelling Britain."

Dr. Owen wrote: "It brings dishonour on your office for you to compound during an election as Prime Minister on such a deeply offensive charge."

"It offends not just the members of the two parties of our Alliance but the millions of people in this country who vote for us and support us."

Both Dr. Owen and Mr. David Steel, the Liberal leader, had condemned the "line" at their morning press conference. Dr. Owen attacked the Conservatives for trying to give the impression that only they were patriotic and understood the national interest.

In her reply to Dr. Owen, Mrs. Thatcher said that though the Liberals and SDP were dogmatic in stating that they would cancel Trident, they were "stubbornly vague about any replacement."

Alliance policies had failed to demonstrate that it was capable of dealing responsibly with the country's security.

"They would destroy our nuclear deterrent, they would allow our present force to become obsolete. You offer no practical or timely alternative."

## Tebbit in £500 advert challenge

By Philip Rawsthorne

MR NORMAN TEBBIT, Conservative Party chairman, yesterday issued a £500 challenge to Mr. Neil Kinnock, the Labour leader, over the Labour election advertisement.

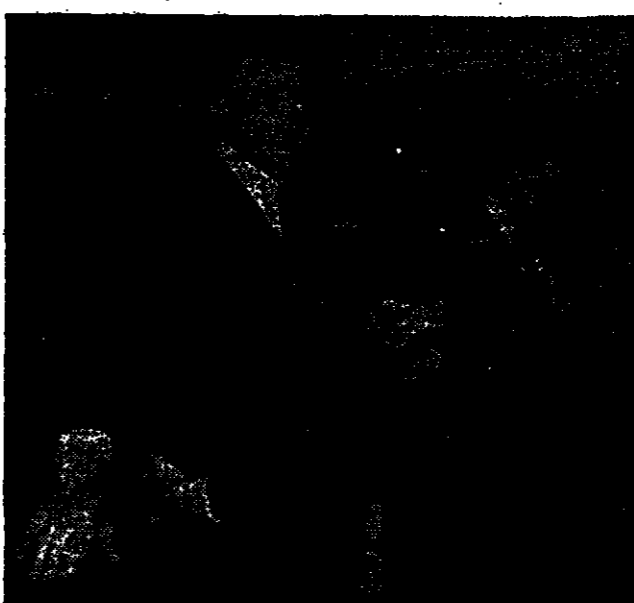
The advertisement, which Mr. Tebbit is having said: "If unemployment is not below 3m in five years then I'm not worth re-electing."

Mr. Tebbit, in a letter to the Labour leader, said: "You must be aware that I have repeatedly denied ever using the words which you attributed to me... I challenge you to produce a tape recording or verified transcript of the words in the full context in which they were supposed to have occurred."

If the evidence were produced, Mr. Tebbit said he would pay £500 to charity. "If you cannot," he told Mr. Kinnock, "I would expect you to pay £500 to a charity of my choice or be shown up publicly for indulging in a blatant and deliberate lie."

Mr. Steel told a rally in Cheltenham: "Thatcher power is the power to exploit and manipulate, the power to rise by trampling on the hopes and aspirations of those less privileged. Thatcher power does not extend to the individual as citizen or to the community."

He said Mrs. Thatcher had sought to concentrate political



Search party... Michael Heseltine is checked before going into the candidates' meeting.

## Thatcher claim on caring policies

By Tom Lynch, Parliamentary Correspondent

THE CONSERVATIVES are the only party which can deliver on caring policies, Mrs. Margaret Thatcher told about 300 parliamentary candidates at a rally in London yesterday.

In a rebuttal of opposition charges that her Government does not care about the underprivileged, she insisted that all parties cared about the sick, the old and the poor, but that only the economic success achieved by the Conservatives had allowed extra resources to be targeted on areas of need.

The Prime Minister also insisted that the less well off stood to benefit most from the manifesto commitments on housing and education.

"The choice is not between a caring party and a non-caring one. The real choice is between the opposition parties, which write their hands because their economic failure has destroyed any hope of better care, and the Conservative Party, which cares effectively because it can first deliver economic success."

She said Labour had forgotten that economic strength was needed to build social services, but the voters had not.

When Labour was last in power, its economic policies "were such a failure that their good intentions counted for nothing. They tried to spend money like confetti, so they had to print it like confetti so before long it had the same value as confetti."

Among the results of this situation was a real-terms cut in nurses' pay, a cut in the hospital building programme and longer waiting lists. By contrast, economic success under the Conservatives had allowed higher rates of pay for more nurses and doctors to carry out more operations and reduce waiting lists.

Mrs. Thatcher said parents of children at inner-city schools stood to benefit most from the Conservative proposals to allow schools to opt out of local authority control in favour of direct Government grants. She urged party members to be ready to help parents prepare such schemes, and she insisted that tenants on run-down estates would be the beneficiaries of manifesto pledges to break up council control of municipal housing.

At a word to the ubiquitous Harvey Thomas, Mrs. Thatcher's Director of Presentation and Promotion, the ministerial team trooped on to the platform where they were to face the rigours of the democratic process and are thus free to roam at will doing their bit to see that their colleagues are elected.

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## Trooping of the Tories — 1922 style

By John Hunt

THE first miracle of the election campaign occurred yesterday when the mysterious body, the 1922 Committee of backbench Tory MPs, went public for the first time in its history.

Normally the committee meets privately in the House of Commons with political journalists loitering outside in the hope of picking up a sliver of information. Yesterday the press were invited into the library at Central Hall, Westminster, where Mrs. Thatcher was to address her troops.

About 200 candidates were assembled: confident former MPs with big majorities, nervous characters from uncertain marginal constituencies and plain old-timers trying to put a checkered flag on things. Bouncy Peter Brabine, who is defending a 933 majority in Leicester East, was declaring himself confident of a re-election. "I'm looking rather tough though the laws of averages say no."

Michael Heseltine, the former Defence Secretary who walked out of the Cabinet over the Westland affair, was cheerfully announcing that he intends to visit 90 constituencies during the campaign. Seated ranks of Tory peers were there, too, the ones who do not have to face the rigours of the democratic process and are thus free to roam at will doing their bit to see that their colleagues are elected.

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## UK NEWS

## Thatcher makes populist appeal as lead declines

BY PETER RIDDELL, POLITICAL EDITOR

MRS THATCHER yesterday made a populist appeal to free council tenants and parents from "municipal socialism" and to spread capital ownership of the centres of the Conservative campaign.

Her remarks came as she faced a strong attack from Labour and the Social Democratic Party Liberal Alliance over the economy and her style of campaigning and as new opinion polls pointed to a declining Tory lead.

Mrs Thatcher was giving a pep-talk to Conservative candidates in the first meeting of the Tory MP's backbench 1922 committee open to the press and television. The minutes of the previous meeting were read, and accepted.

Those candidates lucky enough to be elected were promised a quiet few days after the Queen's Speech and then cabinet ministers came one by one onto the platform, to be applauded like quiz show contestants. Some waved, others, like Mr John Biffen, the leader of the House of Commons, looked embarrassed.

Mrs Thatcher then developed several of her major campaign themes. In particular, she argued that the phrase "power to the people" is more than just a slogan and means people taking important decisions themselves in education and housing.

Wider ownership meant that "the privilege of the few would become the daily experience of the lives of the many."

Reflecting the concern of Tory strategists about the party's image on social issues she said it was "false and wicked" to suggest that people did not care for the sick and ill. She stressed the Government's record on the health service, in building hospitals and reducing waiting lists.

A rolling Harris Research survey for TV-am, of which a quarter is updated each day, puts Labour on 34 per cent, up three percentage points since the weekend, with the Tories on 41 per cent and the Alliance on 24 per cent.

Conservative strategists appear relaxed about recent polls. Mr Norman Tebbit, the Conservative Party chairman, told party candidates yesterday that "we have a good

| Latest Opinion Polls            |      |     |
|---------------------------------|------|-----|
|                                 | Cons | Lab |
| Average of last five polls      | 42   | 32  |
| Rolling Harris survey for TV-am | 41   | 35  |
|                                 | 24   | 22  |

lead, and a steady position. It looks as though in the battle to lead the opposition the Labour Party has slightly strengthened recently taking support from the Alliance which is firmly in third place and slipping.

Alliance strategists are also relaxed, pointing out that its rating also slipped in the first week of the 1983 campaign, but is still six points higher than then.

Labour leaders are also pleased that their campaign has got off to a strong start, both nationally and in key target seats. They are particularly pleased with the impact on television of the first two impassioned speeches of Mr Neil Kinnock, the Labour leader.

Both Mr Kinnock and Dr David Owen, the SDP leader, attacked the Conservative election broadcast on Tuesday night which featured the Union Jack and films of both world wars.

The Labour leader commented that "when you see Mrs Thatcher's kind of Tories wrapping themselves in the flag, it does make you very suspicious when they have done so much damage to people who live under it."

Similarly, Dr Owen said that Tory claims to have "a monopoly of patriotism" stuck in "a hell of a lot of peoples' gullets." He and Mrs Thatcher also engaged in a vigorous exchange over Alliance defence policy and its similarity, or lack of it, with Labour's approach.

Mr David Steel, the Liberal leader, last night launched a strong attack on the Government for a lack of feeling and accused Mrs Thatcher of hypocrisy for using the slogan "power to the people."

He said there was no suggestion of allowing people political power or any recognition by her of the "passionate belief in balance of power" which was intrinsic to Liberal and Social Democratic values.

## Teachers to intensify pre-poll strikes

By Jimmy Burns

LEADERS of the two main teaching unions in England and Wales yesterday agreed to intensify their selective strike action in the last week of the general election campaign, but said there would be an indefinite truce starting on the day before polling day.

The strike action is in protest at a pay award imposed by the Government and the withdrawal of the teachers' negotiating machinery.

The two-stage strategy, aimed at bringing education to the forefront of the election campaign while leaving the door open for a settlement with the future government, was adopted unanimously by officers of the National Union of Teachers (NUT) and the National Association of Schoolmasters/Union of Women Teachers at a joint meeting in London.

The intensified action will begin on June 1 and will almost double the number of educational authorities areas hit by half-day strikes this month. The two unions, which represent almost two-thirds of the 400,000-strong teaching force, expect to involve 50,000 staff.

Yesterday's move, which coincided with the renewed threat of a civil servants strike on June 6 and 9, drew an angry response from Mr Kenneth Baker, the Education Secretary, but was interpreted as a mixed blessing by the opposition.

"For the unions to bring children into this election campaign by disrupting their education is unacceptable," Mr Baker said. Many teachers resented "this attempt by union leaders to drag them into political confrontation with the government."

Mr Giles Radnor, Labour's education spokesman, who has urged teachers to call off their action during the campaign, described the intensification as "regrettable". He said the dispute would be resolved overnight by a government prepared to restore teachers' rights to negotiate wages and conditions.

## Building societies for freer access to financial markets

BY HUGO DIXON

THE BUILDING society movement is to ask the Government for more flexibility in tapping wholesale financial markets. It has given a warning that failure to grant this request will lead to the reappearing of mortgage queues.

First-time buyers and others at the bottom of the housing ladder would be particularly badly hurt, it is claimed.

Senior figures in the industry are also convinced that last year's Building Societies Act, which aimed to put societies on a par with other financial institutions, did not go far enough. They believe that financial markets are moving so quickly that another Act will be needed within five years.

These and other concerns were revealed at the Building Societies Association's annual conference in Harrogate yesterday, which also implemented wide-ranging changes in the constitution of the association to give more power to the larger societies.

Under last year's Act, no more than 20 per cent of a society's funds can be from wholesale markets - although the Government can increase this limit to 40 per cent by secondary legislation. Heightened competition in the retail savings market, in particular from unit trusts and the Government's privatisation issues, has made it difficult for societies to satisfy mortgage demand without borrowing heavily from wholesale markets and, as a result, some are nearing the 20 per cent limit.

Speaking at the conference, Mr Roy Cox, the association's chairman, said the limit was an increasing restriction. If it was not raised, societies would either have to curb their lending, sell their mortgages to other institutions or escape the restriction by becoming banks.

"What we don't want to see and what I am sure the Government doesn't want to see is a return to mortgage queues," he said. Those at the bottom of the housing ladder would be most affected, he argued, as building societies competitors in the mortgage market were only interested in "creaming off" the best business.

The association is expected to ask the Government to increase the funding limit to 25 per cent in the early autumn. Some societies, however, argue that this new limit would soon be exceeded so they should push for the full 40 per cent.

Mr Cox also said that financial markets were changing so rapidly that a new Act would be needed within five years and that the Government had virtually accepted the idea. This view was backed up by both Mr John Spalding and Mr Peter Birch, respectively chief executives of the Halifax and Abbey National.

Restrictions which some of the larger societies would like to see overturned include the inability to own an insurance company or a stockbroker, and to divert more than 5 per cent of their assets to unsecured lending. They also want large societies to be regulated less tightly than smaller ones.

Changes to the association's structure, which had been expected to be controversial, were approved by its annual general meeting without objections. These redistribute power away from the small societies' six regions and change it from being a policy making body to a lobbying organisation, while at the same time giving more independence to its permanent staff.

Some of the smaller societies had been expected to fight against their loss of status. On the other hand, the Abbey had threatened to leave the association if the changes were not passed.

Societies' performance in the retail savings market improved last month, partly as a result of the poor showing by National Savings, according to figures also released yesterday by the association. However, societies' receipts for May are expected to be badly hit by the privatisation of Roff's Royce, which resulted in a heavy switch of investor funds.

## Money supply reflects buoyant borrowing

BY JANET BUSH

THE LATEST set of British money supply figures for April show worrying signs of buoyancy in personal sector borrowing and consumption, reflecting healthy demand for credit for house purchase and the rebound in retail sales volumes in the month.

Personal sector demand is likely to be boosted further by the tax cuts announced in the budget, coupled with the two-point fall in borrowing costs since March and recent cuts in mortgage rates.

The Bank of England is concerned about the inflationary implications of surging asset prices, particularly in the housing sector, and strong consumer spending, backed by demand for and availability of credit.

Growth in the narrow aggregate of money supply, M0, consisting mostly of notes and coins in circulation, rose by about 1/2 point last month, according to yesterday's provisional figures released by the Bank of England.

This took its year-on-year growth rate to 3 1/2 per cent, a sharp jump from the 3.5 per cent annual rate in March. After the authorities finally decided to drop its target range for broad money, sterling M3, now renamed simply M3, Mo is the only aggregate formally targeted by the Government.

Bank officials noted that the annual growth rate is still below 5 per cent on a seasonally adjusted basis. Nevertheless, the acceleration of the growth rate into the upper half of its 2 per cent to 6 per cent target range, partly due to the rebound in retail sales in April, offers a less favourable environment for further base rate cuts.

April's figures showed bank lending rose by £1.5bn compared with the £2.08bn rise seen in March. The very high level of bank lending in recent months has been one of the key factors boosting broad money growth and has been a focus for concerns about the inflationary consequences of the current credit boom.

Although April's growth was substantially lower than the average over the last six months, lending was dominated by the personal sector and could feed directly into consumption, raising fears of higher inflation.

The broad money measure M3, formerly sterling M3, rose by between 1 1/2 per cent and 2 per cent in April, taking its year-on-year growth rate to around 2 1/2 per cent.

Despite the small rise in bank lending and a relatively low Public Sector Borrowing Requirement in April, broad money was boosted by the Bank of England's intervention to cap sterling's rise on foreign exchange which has injected substantial extra liquidity into the banking system.

The Bank can sterilise intervention by selling more government debt, but this did not happen in April. The Bank has warned recently that intervention will be neutralised in this way over the course of the year but not on a month-by-month basis, meaning that there are likely to be temporary bulges in M3 money supply.

Yesterday's figures show there were net redemptions of £300m in the external counterpart to M3, including the build-up of foreign currency reserves, was expansionary by £1.1bn.

## Economic output up by 3.6%

By Philip Stephens

BRITAIN'S economic output rose by 0.4 per cent in the first three months of this year to put it 3.6 per cent above a year earlier, according to official figures released yesterday.

The rise in the latest three months reflected a steep increase in energy output - mainly North Sea oil production - which offset a flat performance by the manufacturing sector and a sharp fall in construction activity. The output of service industries is thought to have risen slightly.

The figures, released by the Central Statistical Office, suggest some slowing in the pace of economic growth after the rapid acceleration in the middle of last year. Manufacturing output, in particular, has disappointed more optimistic expectations.

Part of the explanation, however, may have been the severe weather in January, which is thought to have depressed both manufacturing and construction activity.

Most City of London economists expect the economy to expand by 3 per cent or slightly more in 1987, in line with the Treasury's forecast in the March budget, with the main risk to growth coming from a deteriorating international environment.

Sterling's recent rise on the foreign exchange markets, however, has prompted forecasters to revise down their expectations for 1988, with many now predicting a growth rate in that year of only 2 per cent. The CBO said that based on preliminary data its index of the output measure of gross domestic product stood at 115.7 (1980=100) in the first quarter compared to 115.2 in the last three months of 1986.

## Manulife moves into new sector

By Eric Short

MANUFACTURERS LIFE has become the first major life insurance company operating in the UK to expand its financial services operations by becoming a leading player in the banking and deposit field.

The Canadian-based Manufacturers Life Insurance Group has acquired for its operations the Plymouth-based Western Trust & Savings from the Royal Bank of Canada.

The amount of the consideration is not disclosed, but it is believed to be about £18m - the net assets of Western Trust as at September 30, 1986. The Royal Bank of Canada said last year that it was selling Western Trust and concentrating on investment and corporate banking in the UK.

Life companies in the UK have been expanding their operations in recent years beyond their traditional life and pensions sectors into other areas of financial services, particularly unit trusts.

One major gap in their services has been a lack of deposit-taking facilities. The Prudential Corporation, Britain's largest life group, has indicated that it will ultimately acquire a deposit taker to complete its range of savings products and services.

However, Mr Joe Mounsey, Manulife's vice-president and general manager for the UK, said that securing a major deposit-taking facility was only one of a number of advantages brought by the acquisition.

Western Trust's main area of expansion in recent years has been in the mortgage lending field. Its present lending is running at £5m a week, and its total mortgage book now exceeds £400m.

However, Mr Joe Mounsey, Manulife's vice president and general manager for the UK, said that securing a major deposit-taking facility was only one of a number of advantages brought by the acquisition.

Life companies, such as Manulife, which sell through their own field force, get very little mortgage-related business from building societies. They have to provide their own mortgage lending facilities in order to participate in the lucrative low cost endorsement market.

The acquisition of Western Trust gives Manulife that facility. In addition, Manulife will now be able to offer a range of loan services to its existing client base.

## Courier moved £5.2m Guinness payment

BY CLIVE WOLMAN

THE £5.2m payment made by Guinness to its former director Mr Thomas Ward was transferred in tranches by a specially appointed courier between several Swiss and Austrian banks during November and December, it has emerged.

One of the transactions, the payment of approximately £2m of the original sum into a Swiss bank account belonging to Mr Ernest Saunders, the deposed chief executive of Guinness, appears not to have been planned as a covert way of allowing Mr Saunders to benefit from part of the payment, as one Guinness director suggested in a court case in April.

Rather Mr Ward asked for the use of Mr Saunders' account with Union Bank of Switzerland because of his apparent concern to shield the payment from the attention of the US tax authorities, in particular the Internal Revenue Service.

Mr David Authausser, Mr Ward's personal lawyer, conceded yesterday that, in arranging the convoluted series of payments, Mr Ward had been concerned about "the appropriate timing of his tax payments."

Guinness has alleged that the £5.2m payment made to a Swiss company owned by Mr Ward last May, ostensibly for his services during Guinness's £2.5m takeover battle for Distillers, was a breach of his fiduciary duty. In July £2m of the money was transferred to Mr Saunders' account and then withdrawn in four different currencies on November 14 and December 1.

Over the next two months the £2m, together with most of the £2.2m remaining from the original payment, was transferred several times between different banks and bank accounts in Switzerland and Vienna.

Nearly all these transfers were made not by the conventional electronic means but through a specially appointed courier who physically took cheques from one bank to another.

By that stage about £1.1m (£650,000) of the £5.2m had been spent by Mr Ward to repay a bank loan; to participate in a commercial real estate development; to make a \$100,000 loan to Mr Ken Lazarus, a partner of Mr Ward in his Washington DC law firm; to pay transaction and legal fees and possibly to buy a boat.

Eventually, shortly before Mr Ward's Jersey company was compelled in March to disclose as a result of a court action what it had done with the payment, Mr Ward abandoned his plan to let the sum accumulate free of tax in Europe, possibly until his retirement. The money was transferred from Austria to a bank account in New York and \$4.7m was used to pay a US federal estate tax bill.

In a court hearing in London on Tuesday, the Vice-Chancellor, Sir Nicholas Browne-Wilkinson, said he had made no final judgment about the validity of the £5.2m payment to Mr Ward in fact or in law.

## More buy-out companies go public

BY CHARLES BATCHELOR

A GROWING number of the companies which have been bought out by their managements in recent years have moved on to the stock market to finance the next stage of growth.

A total of 102 companies have moved to a full listing on the United Securities Market (USM) or the over-the-counter (OTC) market, according to a survey published yesterday by Nottingham University's Centre for Management Buy-Out Research.

The buy-out was now a firmly established part of the corporate finance scene because of the resurgence of an enterprise culture, the restructuring of industry in the wake of the recession and the greater availability of funding, the report's authors said.

The 102 companies covered by the report (a further eight have since come to market) have combined market capitalisation of more

than £2.4bn. This compares with a valuation of £200m put on them at the time of buy-out and a value of £1.5bn when they first obtained a market listing.

The USM was the most popular market for buy-out companies accounting for 60 per cent of those which went public. It was followed by the Stock Exchange proper with 30 per cent and the OTC with 10 per cent.

Buy-outs have come to account for a significant share of companies going to market. They accounted for 3.3 per cent of all USM new issues in 1981 but by 1985/86 had risen to 22 per cent. They have accounted for 15 per cent of all full listings over the past four years.

The speed with which a company moves from the buy-out stage to a listing is increasing. More than half of floatations occurred within three years of the buy-out.

## STOCK EXCHANGE LISTINGS OF MANAGEMENT BUY-OUTS

|                           | OTC | USM | FTSE | Total |
|---------------------------|-----|-----|------|-------|
| 1980                      | 1   | 1   | 1    | 3     |
| 1981                      | 1   | 2   | 2    | 5     |
| 1982                      | 1   | 4   | 1    | 6     |
| 1983                      | 1   | 7   | 2    | 10    |
| 1984                      | 2   | 6   | 8    | 14    |
| 1985                      | 1   | 21  | 6    | 27    |
| 1986                      | 1   | 22  | 13   | 36    |
| 1987 (to end of February) | 1   | 2   | 1    | 3     |
| Total                     | 8   | 85  | 31   | 124   |

This partly reflects the fact that most buy-outs are well-established businesses, usually operating in mature markets with relatively low investment requirements, the report said. The average age of companies covered by the survey was

just under 30 years - ranging from two to 164 years.

The study looks at the performance of buy-outs in the two years before and the two years after floatation and concludes in terms of share price and price/earnings ratios they do particularly well.

Buy-outs which went for a full listing in 1984 increased their market capitalisation by 112.6 per cent by February 1987 compared with a 95.5 per cent rise in the FT 500 index. USM-listed buy-outs also outperformed the Datastream USM index, the study showed.

"Floatations of Management Buy-Outs. Mike Wright, Ken Robbie and John Crym. Published by Spicer and Pryor Associates in association with The Centre for Management Buy-Out Research, University of Nottingham. Price £55.

New town buy-outs, Page 8

## UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY—Indices of industrial production, manufacturing output (1980=100); engineering orders (1980=100); retail sales volume (1980=100); retail sales value (1980=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

|          | Ind. prod. | Mfg. output | Eng. order | Retail vol. | Retail value | Unempl. | Vaca. |
|----------|------------|-------------|------------|-------------|--------------|---------|-------|
| 1985     |            |             |            |             |              |         |       |
| 4th qtr. | 108.4      | 103.6       | 105        | 117.9       | 178.8        | 3,122   | 168.2 |
| 1986     |            |             |            |             |              |         |       |
| 1st qtr. | 109.1      | 102.6       | 105        | 119.3       | 146.0        | 3,171   | 164.5 |
| 2nd qtr. | 109.2      | 103.5       | 104        | 121.3       | 154.0        | 3,203   | 175.6 |
| 3rd qtr. | 110.5      | 104.5       | 106        | 123.7       | 158.7        | 3,262   | 200.2 |
| 4th qtr. | 110.7      | 107.1       | 114        | 126.5       | 164.3        | 3,141   | 213.0 |
| October  | 110.9      | 106.6       | 109        | 125.0       | 166.5        | 3,169   | 212.5 |
| November | 111.0      | 107.2       | 111        | 127.5       | 162.9        | 3,145   | 215.2 |
| December | 110.2      | 107.4       | 121        | 126.7       | 154.9        | 3,119   | 210.0 |
| 1987     |            |             |            |             |              |         |       |
| 1st qtr. | 112.2      | 106.9       | 125.4      | 125.7       | 157.0        | 3,073   | 210.4 |
| January  | 110.9      | 105.3       | 110        | 122.6       | 158.4        | 3,114   | 210.3 |
| February | 112.6      | 107.6       | 127.0      | 127.0       | 154.5        | 3,066   | 207.1 |
| March    | 113.1      | 107.9       | 125.3      | 127.5       | 157.8        | 3,040   | 210.6 |
| April    |            |             | 130.3      |             |              | 3,020   | 213.9 |

OUTPUT—By market sector: consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); housing starts (000s, monthly average).

|           | Consumer goods | Investment goods | Intermediate goods | Eng. output | Metal mfg. | Textiles | Housing starts |
|-----------|----------------|------------------|--------------------|-------------|------------|----------|----------------|
| 1985      |                |                  |                    |             |            |          |                |
| 4th qtr.  | 103.5          | 102.7            | 113.4              | 103.2       | 112.6      | 103.3    | 15.6           |
| 1986      |                |                  |                    |             |            |          |                |
| 1st qtr.  | 103.0          | 101.6            | 115.4              | 101.5       | 110.3      | 102.5    | 14.2           |
| 2nd qtr.  | 104.5          | 106.5            | 115.4              | 102.0       | 110.1      | 103.5    | 15.6           |
| 3rd qtr.  | 106.2          | 101.2            | 117.4              | 103.2       | 107.5      | 102.2    | 14.9           |
| 4th qtr.  | 107.5          | 102.7            | 115.8              | 105.2       | 115.0      | 104.0    | 15.3           |
| September | 106.4          | 102.1            | 116.5              | 104.0       | 108.0      | 102.0    | 15.4           |
| October   | 106.3          | 102.7            | 116.5              | 105.0       | 113.0      | 104.0    | 15.3           |
| November  | 109.0          | 102.4            | 115.1              | 105.5       | 117.0      | 106.0    | 15.8           |
| December  | 107.6          | 102.9            | 114.6              | 106.0       | 118.0      | 102.0    | 15.8           |
| 1987      |                |                  |                    |             |            |          |                |
| 1st qtr.  | 106.5          | 102.2            | 116.5              | 104.9       | 117.3      | 104.3    | 16.5           |
| January   | 105.5          | 102.5            | 117.1              | 104.0       | 108.0      | 104.0    | 12.4           |
| February  | 107.1          | 103.1            | 119.6              | 105.0       | 123.0      | 104.0    | 13.5           |
| March     | 107.5          | 104.1            | 119.6              | 106.0       | 120.0      | 105.0    | 13.5           |

EXTERNAL TRADE—Indices of export and import volume (1980=100); visible balance; current balance (£m); oil balance (£m); terms of trade (1980=100); official reserves.

|           | Export volume | Import volume | Visible balance | Current balance | Oil balance | Terms trade | Reserve US\$bn |
|-----------|---------------|---------------|-----------------|-----------------|-------------|-------------|----------------|
| 1986      |               |               |                 |                 |             |             |                |
| 1st qtr.  | 117.5         | 124.9         | -1,227          | +682            | +1,399      | 101.0       | 18.75          |
| 2nd qtr.  | 121.9         | 128.5         | -1,551          | -84             | +772        | 102.6       | 19.29          |
| 3rd qtr.  | 122.6         | 138.5         | -2,673          | -931            | +646        | 103.1       | 20.14          |
| 4th qtr.  | 120.5         | 143.4         | -2,602          | -756            | +846        | 100.5       | 21.97          |
| September | 126.2         | 133.1         | -831            | -184            | +248        | 102.3       | 22.43          |
| October   | 127.9         | 139.6         | -715            | -160            | +226        | 101.5       | 21.89          |
| November  | 127.6         | 139.7         | -717            | -161            | +225        | 101.5       | 21.89          |
| December  | 131.6         | 143.9         | -857            | -272            | +266        | 100.1       | 21.52          |
| 1987      |               |               |                 |                 |             |             |                |
| January   | 129.7         | 132.9         | -1,175          | +625            | +1,152      | 100.5       | 22.75          |
| February  | 125.9         | 132.8         | -527            | +73             | +371        | 100.2       | 23.75          |
| March     | 126.3         | 137.5         | -224            | +376            | +325        | 100.4       | 22.26          |
| April     | 137.2         | 129.8         | +425            | +175            | +435        | 100.8       | 22.81          |

This advertisement is issued in compliance with the Regulations of the Council of The Stock Exchange. Application has been made to the Council of The Stock Exchange for the whole of the issued and allotted ordinary shares of Henry Barrett Group PLC to be admitted to the Official List. It is expected that the ordinary shares will be admitted to the Official List on 26th May, 1987 and that dealings will commence on the same day.

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£1,803,000

The ordinary shares being placed rank pari passu in all respects with the existing issued ordinary shares and will be entitled to participate in full for all dividends and other distributions hereafter declared, paid or made on the ordinary share capital of Henry Barrett Group PLC.

In accordance with the Rules and Regulations of the Council of The Stock Exchange N M Rothschild & Sons Limited has instructed Pannure Gordon & Co. Limited and Henry Cooke, Lumsden Limited to place 4,229,250 and 1,409,750 ordinary shares respectively.

Particulars relating to Henry Barrett Group PLC are available in the statistical service of Extel Statistical Services Limited. Copies of the Listing Particulars may be obtained during normal business hours (Saturdays and public holidays excepted) up to and including 25th May, 1987, for collection only, from the Company Announcements Office, The Stock Exchange, Throgmorton Street, London EC2P 2JX and up to and including 3rd June, 1987 from:

Henry Barrett Group PLC  
Barrett House,  
Cutler Heights Lane,  
Dudley Hill,  
Bradford  
B94 9HU

Pannure Gordon & Co.  
Limited  
9 Moorfields Highwalk,  
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EC2Y 8DF

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Limited,  
New Court,  
St. Swithin's Lane,  
London  
EC4P 4DU

21st May, 1987

## UK NEWS

### IBM extends international access to data services

BY DAVID THOMAS

IBM, the world's largest computer company, is extending its value-added data services by allowing UK customers greater international access to these services.

Value-added services involve the transmission of data and other information over the telecommunications networks.

The Government recently removed these services, demand for which has been growing, from almost all regulatory restrictions.

IBM launched its value-added network in the UK at the start of last year, but so far its UK customers have had only limited access to IBM's value-added network internationally, which cover the US, Japan, 13 European countries and Israel.

It is now extending that international access, so its value-added customers will be able to exchange information, send mail electronically and transfer files more easily internationally.

In particular, it is extending the international coverage of its trade data interchange service, which allows the transmission of business documents relating to transactions such as buying and selling.

IBM believes this will allow it to move more strongly into the retail value-added market in the UK, where ICL, the largest UK-owned computer company, is at present strong.

IBM's main value-added markets in the UK are in the finance and insurance sectors, although it is in-

involved in a pilot study in the freight and shipping industry.

To provide for this greater international emphasis, IBM is upgrading its Warwick computer centre in the west Midlands into its second European control centre for value-added networks, the first being in the Netherlands.

This will create an extra 100 jobs over two years. The Warwick centre employs about 200 people now.

IBM also announced it was taking steps to ensure that its private value-added network can interconnect with the public data network. This is a move by IBM towards open standards, which the recent liberalisation of value-added services was intended to promote.

### 'Tide turns' for British industry

BY HAZEL DUFFY

GREATER optimism being voiced by British industry was the "turn of the tide", according to Mr David Nickson, president of the Confederation of British Industry.

Mr Nickson said yesterday that, everything the confederation had worked for over the past 10 years was beginning to come together. Industry was starting to succeed in a better environment than it had known for a long time.

The CBI would not openly endorse the Conservative Party in the election campaign. Mr Nickson said: "Any government which is

formed after the election will have to understand the central importance of business if it is to meet the expectations of the British people in terms of jobs and living standards into the 1990s."

The president will be visiting business leaders in Japan shortly to continue a campaign designed to impress upon Japan the importance that it make concessions to enable greater access to its markets.

Sectors identified at the monthly CBI council meeting yesterday as ripe for greater liberalisation included cars, Scotch whisky and

leather goods. A footwear manufacturer said current quotas permitted only one pair of imported shoes per head of population every 60 years.

"We are not going to have a slanging match with the Japanese," said Mr Nickson. "But it is only by the constant reiteration of the arguments that the message will get home."

● CBI income in 1986 totalled £11.1m (1985 £10.3m) and expenditure £10.99m (£10.4m) leaving a surplus of nearly £25,000 against a deficit of £9,215 in 1985.

### Renault system links dealers directly to French factories

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

RENAULT's car and van subsidiary in the UK is being used to test a new distribution system which links dealers directly with the factories and is designed to cut vehicle stocks by half within the state-owned French group's export operations.

The new system should make Renault UK, which has already recovered from losses of nearly £3m in 1984, into a highly profitable organisation, said Mr Luc Caperan, managing director of the British company.

Taxable profit for last year jumped from £1.8m in 1985 to about £4.8m or about 1 per cent of turnover, helped by a careful reorganisation of Renault UK's debt to cut interest payments.

The new distribution arrangements would speed the recovery and enable Renault UK to spend more on promotion, marketing and sales while remaining reasonably profitable, Mr Caperan said.

The new distribution system enables Renault's 305 dealers in Britain to use IBM desk-top computers to order vehicles directly from the

group's factories in France instead of through the UK import company.

The system cuts vehicle stocks from four months supply to two months and one week, thus giving big savings in financing charges.

At the same time dealers are able more accurately to reflect customer preferences by ordering only five weeks in advance of production. Dealers can also make changes to the specification of the car which has been ordered up to two weeks before the car is assembled.

The UK is the first of Renault's export markets to employ the new system, which later this year will also be introduced in West Germany and Belgium. Next year Spain will be added to the list.

In the case of the UK, Renault has also reorganised its physical distribution system so that vehicles are shipped only through one European port, Le Havre, to Southampton, on the south coast of England, and Goolse, in the north-east.

There can be two shipments each week to both UK ports and the time between a car being made and arriving at the British dealer's outlet has been cut to two weeks.

### New town managers propose buy-outs

BY HAZEL DUFFY

PROPOSALS FOR the first management buy-out of new town assets have been drawn up by the managers of Newton Aycliffe and Peterlee, the new towns in county Durham, north-east England.

They plan to put in a bid for all the outstanding assets of the towns when they go on sale shortly.

The management team has already found financial institutions sufficiently interested in industrial property in the north-east of England to give the bid their backing.

Mr Ed Henderson, chief executive of Aycliffe and Peterlee Development Corporation which runs both new towns, expects to complete the financial package shortly. It will be made up of equity and loans, highly geared. Advisers to the five strong management team are Richard Ellis, the firm of surveyors, and Touche Ross, the accountants.

Industrial assets totalling 3.7m sq ft will be going on offer. Rents are low at about £1.50 a square foot, on five-year rent reviews. In all, the towns have around 9m sq ft of factory space, the majority of which has been sold after the Government's decision to wind-up all the new town development corporations and sell their assets to the private sector. Housing in the two towns has a "company town."

already been transferred to the local authorities and the town centres sold.

Approval for this particular sale was given nearly two weeks ago by Mr John Patten, Minister for Housing, Urban Affairs and Construction. His announcement signalled the end of the battle by the three north-eastern new towns - Newton Aycliffe, Peterlee and Washington - to extend the life of the new town corporations until 1990.

The bids will be assessed by the board of the corporation, almost certainly in consultation with the Department of the Environment. Concern has been expressed recently by the National Audit Office and the Public Accounts Committee that new town assets have sometimes been sold off too quickly and too cheaply.

Fears in the North East have centred on the job-creating activities of the corporations being run down under new owners. The management teams, by contrast, would pledge to carry on this role.

Some years ago there was an attempt by the management of Redditch, in the West Midlands, to buy all the assets of the town, but this was not advanced as it was thought that the result would be too much of a "company town."

### British Telecom sells hundreds of properties

BY DAVID THOMAS

BRITISH TELECOM is selling hundreds of properties which it no longer needs because of its exchange modernisation programme.

During the past year, BT has speeded up the introduction of digital telephone exchanges, which it is now bringing into service at the rate of one per working day on average. Digital exchanges are much smaller than the older generation of analogue exchanges.

BT has therefore been able to concentrate the siting of its modern exchanges, releasing a large number of surplus buildings.

BT is also now able to sell other properties situated next to its ex-

change buildings, which it bought in the 1960s and 1970s before the introduction of digital exchanges.

It acquired these properties, which include shops, houses and vacant land, because it believed its exchange buildings would eventually have to be extended.

BT has sold more than 500 properties in the past 18 months as a result of its exchange modernisation programme. It would not put a value on these sales, other than to say that they ran into the millions of pounds.

This disposal programme will grow in volume and will continue into the 1990s, the company said.

### Laing wins Sizewell contract

BY MAURICE SAMUELSON

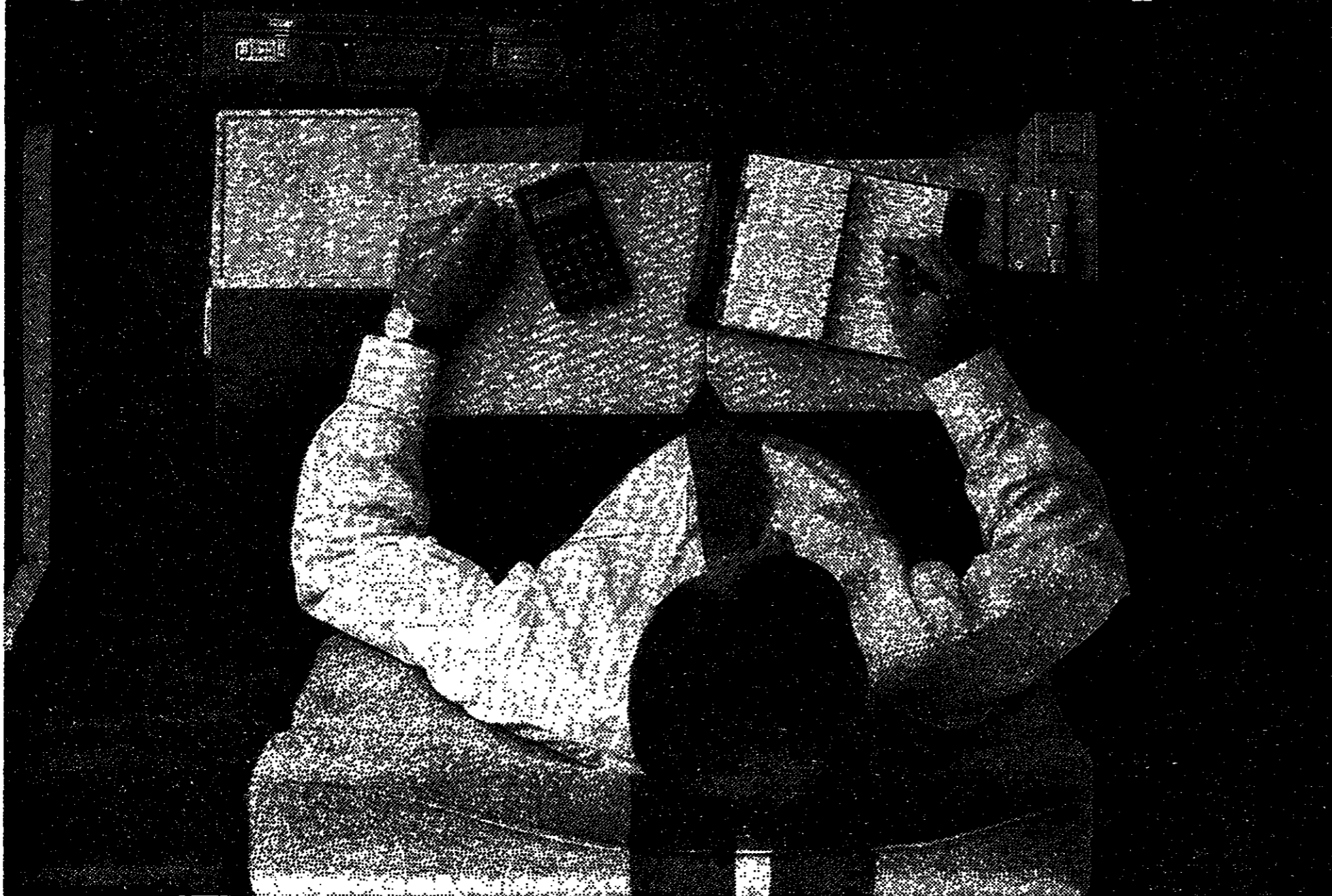
A CONTRACT valued at £100m to build the main civil engineering works at the Sizewell B nuclear power station on the east coast of England has been awarded to John Laing Construction (JLC).

The civil engineering work represents the biggest individual contract in the £1.5bn Sizewell project and the first to be awarded since the Government announced its formal approval. This was given after Britain's longest public inquiry

which lasted 27 months. Before the Government announcement, the CEGB had already let a series of contracts, worth about £140m, for the pressure vessel, steam generation and pipework.

For Laing, which won the contract against strong competition with Wimpey/Comet, it is a valuable acquisition at a time of slack orders in the civil engineering business.

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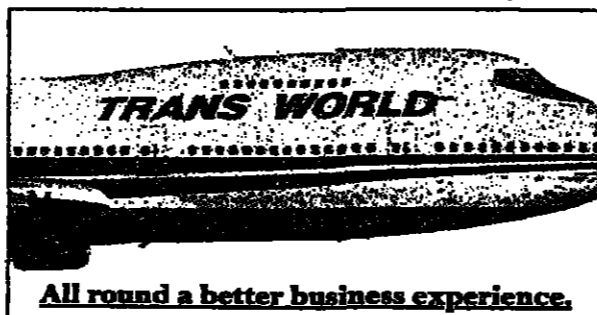
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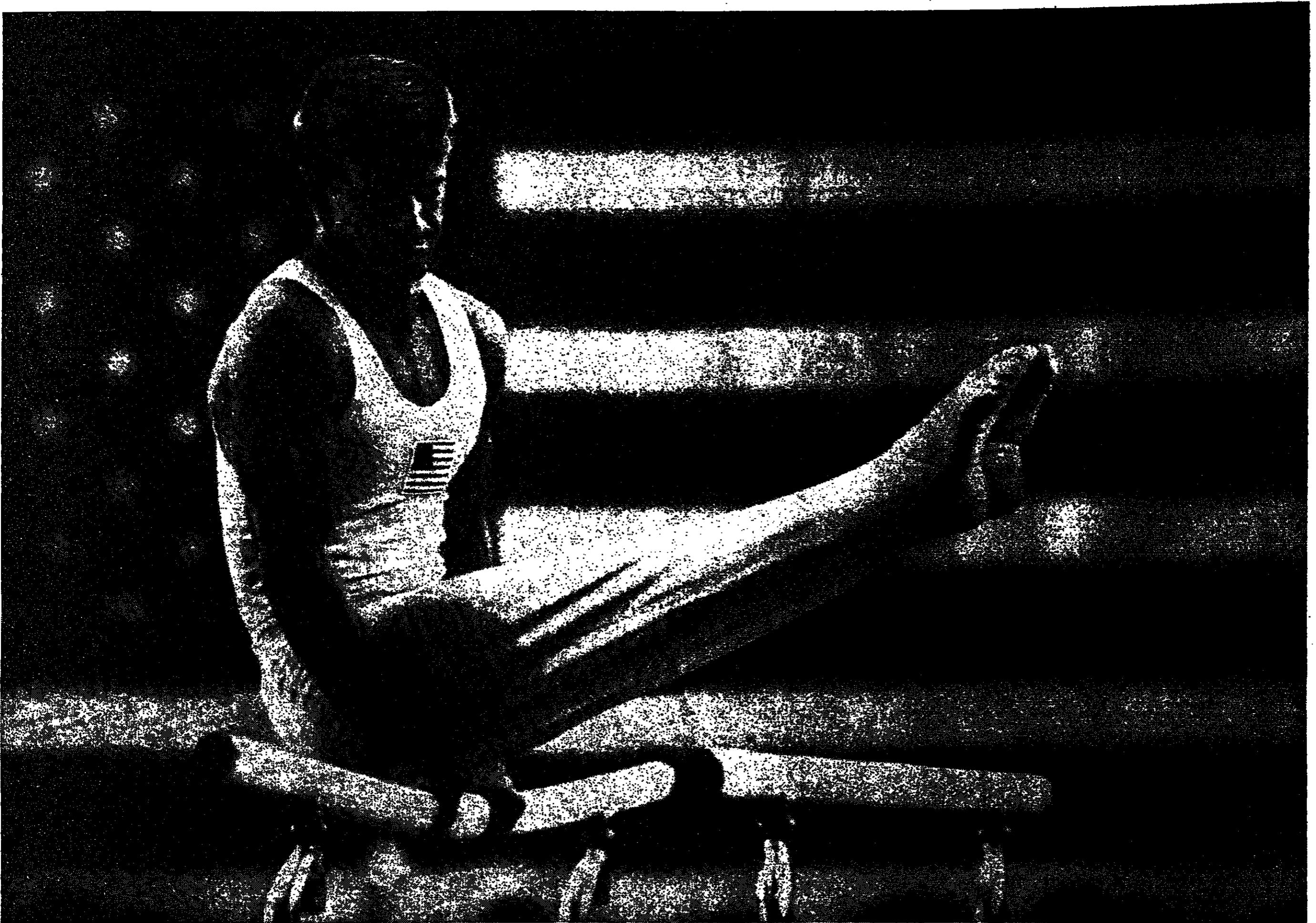
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We've invested our capital to expand into investment banking, using it to support an average securities trading volume of \$40 billion a day. We've broken new ground in interstate banking—committing capital to the largest

interstate merger in banking history, with Texas Commerce Bancshares, and to the largest merger between a New York and a New Jersey bank, with Horizon Bancorp.

In the end, *no* amount of capital will protect a bank against poor management, while there's no limit to what hard work, sound management and imagination can accomplish with the capital we have.

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## APPOINTMENTS

## ASDA man to join Ocean

OCEAN TRANSPORT & TRADING has appointed Mr Ian Laurie as finance director, from August 1, in succession to Mr Ronald Goeman, who will be retiring due to ill health. Mr Laurie has been finance director of ASDA Stores since 1984 and was appointed to the executive board of ASDA-MFI in 1985. Prior to that, he gained financial experience with two other major retail groups, Home Churn and Savacentra.

ASDA has appointed two board directors from August 1. Mr Ken Scott becomes finance director with responsibility for finance, security and administration. He joined ASDA in August 1986 and is currently divisional director — finance. Mr Mike Palmer becomes director with responsibility for management information systems (MIS), including ASDA's development of EPOS technology. He is divisional director — MIS. These appointments are replacements for Mr Laurie.

Mr John Richards has been appointed a director of P. S. MOSE AND PARTNERS.

At TECHPRESS PUBLISHING, Mr Gordon Brunton has been appointed to its board as chairman. Mr Gordon, who recently retired from his position as managing director and chief executive of the International Thomson Organisation, has taken a substantial holding in Techpress Publishing.

BRA GROUP has made organisational changes. Mr Ray Mitchell, a main board director, takes the role of group director — corporate affairs and assumes a wide portfolio of responsibilities in group affairs, the key elements of which are the development of major growth opportunities and responsibility for BRA's growing investment in other groups. Mr Peter E. Chapman is promoted to group financial controller and deputy to the group director — finance.

Mr Christopher Wood has been appointed chairman and Mr C. W. R. Skelley and Mr C. D. Stewart-Smith become directors of PHICOM. Mr Oh Bak Kim and Mr Chan Hing Sang have resigned as directors.

Mr P. J. C. Hesel has been appointed to the board of BRITISH-AMERICAN TOBACCO COMPANY.

Mr James West has been appointed managing director of GLOBE INVESTMENT TRUST. He succeeds Mr Colin Black, who continues as an executive director and deputy chairman.

Mr George Kanan has been appointed as a general manager of SAUNDERS BANK, with specific responsibilities for managing the recently opened London branch. Mr John Smith is deputy general manager.

American Bank, where he was previously head of the merchant banking group, after spending three years as executive director of First Chicago and vice president of First National Bank of Chicago.

Mr David Strauss has been appointed chairman of SEDGWICK FINANCIAL SERVICES, a member of the Sedgwick Group. He also joins the board of the Sedgwick UK Group. Mr Strauss was managing director of Sedgwick Benefit Consultants in Melbourne, Australia, until he joined Sedgwick Financial Services in October 1986.

GUILDWAY has appointed Mr Robin Best as finance director.

COPTHORNE HOTELS, part of the British Caledonian Group, has appointed Mr Peter Ewald as vice president development, a position which was formerly held by Mr Chris Rennie, who moves to the Mandarin Hotel Group.

The ALLIANCE & LEICESTER BUILDING SOCIETY has appointed Mr Lawrence Boyd as assistant general manager (corporate development).

The chief executive of Dalgety UK, Mr Maurice Warren, has joined the GIL & BURNS board, Dalgety's community company.

At H. YOUNG HOLDINGS, Mr Stephen A. Evans has become a non-executive director. He is a stockholder with Anderson & Co and has been connected with Young since Mr John Wilson became chairman in 1984.

Mr Jerry L. Greenwood has been appointed to the board of SERRATON SECURITIES INTERNATIONAL.

THE MORTGAGE CORPORATION has appointed Mr Stephen Chappell as director, capital markets, a newly-created post. He was deputy managing director at Bank of America International.

FABER PREST HOLDINGS, Rotherham, has appointed Mr Ian Mackenzie as group managing director. Lord Goddard becomes non-executive deputy chairman.

Mr Philip S. Ashby has been appointed a director of PRIEST MARIANS HOLDINGS.

Mr Tom Graham, general manager of JOHN WILKINSON (FINANCIAL SERVICES), has been appointed a director.

Dr Peter R. Garland has joined AMERSHAM INTERNATIONAL as director of research. He was head of Unilever's Medicines Division.

Mr Peter Webb, who joined the LLEWELLYN GROUP in January 1986, is chief executive

of the Milton Keynes company, is now a main board director of Llewellyn Construction. Mr David Hanks, who recently joined Walter Llewellyn and Sons as chief executive, London office, becomes an executive director. Mr Keith Bedford, who has been appointed an executive director of Llewellyn Construction joined the company a year ago as construction manager.

Mr David G. G. Puddle has been appointed a director of MIDLAND MONTAGU FUND MANAGERS, to develop and market institutional fund management services worldwide. He was with Morgan Grenfell Investment Management.

GRANVILLE & CO has appointed an assistant director: Mr Guy Eastman, Mr Robert Schill, Mr Wendy Follecoff and Mr David King. Mr David Williamson has been appointed compliance officer.

Mr Richard W. Wesson has been appointed sales director: Mr Guy Eastman, Mr Robert Schill, Mr Wendy Follecoff and Mr David King. Mr David Williamson has been appointed compliance officer.

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Mr Jim McMahon has become a partner at DELOITTE, HAS-KINS AND SELLS, Birmingham, following two years as a corporate tax specialist with the firm, while Mr Peter Ward has returned to the UK from the Zambian practice.

SCHRODER INTERNATIONAL has appointed Mr John Barnham a director.

PAYLESS DIY, part of the Ward White Group, has appointed Mr John Hood as financial director. Mr Hood joined Marley in 1978 and in 1983 became company accountant at Payless DIY, then a subsidiary of Marley. He became financial controller of Payless DIY when the company was acquired by Ward White Group in 1986. Mr Roger Napleton, head of systems development, is also appointed to the board. He is responsible for the implementation of electronic point-of-sale systems and all computer functions through-out Payless DIY.

FRIENDS PROVIDENT LIFE OFFICE has appointed Mr Patrick F. Jenkin as a deputy chairman. He also becomes deputy chairman of United Kingdom Provident Institution. Mr Jenkin, who was Environment Secretary, will succeed Mr Edwin Phillips as chairman when Mr Phillips retires.

Mr Phillip A. Lowe, managing director YORKSHIRE CEMENT, has been appointed chairman in succession to Mr Alan G. Martin who remains on the board as a non-executive director. Mr Lowe will combine the post of chairman with his existing duties.

Mr David Roberts has been appointed a director of BRITISH ALCAN wire division and British Alcan Conductor. He will be responsible for the Fort Tennant works near Swansea. Mr Gerry Davies has been appointed technical director of British Alcan Conductor, and Mr Bill Cummings becomes commercial director. Mr John Newton has been a director of the wire division. He will be responsible for business development.

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## Banking chief at Aitken Hume

Mr John Cossan has been appointed chief executive of the banking group of AITKEN HUME INTERNATIONAL. Mr Cossan has spent the past three years in charge of the UK corporate banking division of Standard Chartered Bank.

MACCESS has appointed Mr James Corr as finance director. He will join the company on June 1 from North British Maritime Group where he has been group finance director since 1985.

LOTUS CARS has appointed Mr Roger Macmillan as quality director. He joins Lotus with 14 years' experience in the motor industry specialising in effective quality control.

Mr Michael Homeewood has been appointed managing director (residential) of CUSNINS GREEN, the property development and portfolio management arm of Cusnins Property Group. He was managing director of the London division of Broseley Estates.

Mr Norman Arthur has been appointed assistant regional manager (north) at STANDARD LIFE following Mr Derek Oliver's retirement. He has been promoted from the position of Edinburgh area manager and takes up his appointment on September 15.

Mr Chris Bailey will become finance director of B.C.C. QUARRIES on July 1. He is financial services manager of the English China Clays Group.

Mr John O'Connor has been appointed managing director of BARCLAYS DE ZOTTE WEDD PROPERTY INVESTMENT MANAGEMENT from June 1.

Mr Bob Moore has relinquished for medical reasons his role as group managing director of SFP. Reading. Mr Peter Andrews, managing director (operations), has been appointed his successor. Mr Moore will remain a non-executive director.

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(Incorporated in the Commonwealth of Australia)

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guaranteed as to payment of principal and interest by

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(Incorporated in the State of New York)

Issue Price 101 1/2 per cent. and accrued interest, if any

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Crédit Lyonnais

Deutsche Bank Capital Markets Limited

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Orion Royal Bank Limited

Swiss Bank Corporation International Limited

Westdeutsche Genossenschafts-Zentralbank eG

Banque Bruxelles Lambert S.A.

County NatWest Capital Markets Limited

Credit Suisse First Boston Limited

Dresdner Bank Aktiengesellschaft

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Morgan Stanley International

Salomon Brothers International Limited

Union Bank of Switzerland (Securities) Limited

Westpac Banking Corporation

Wood Gundy Inc.

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Cazenove & Co.,  
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180 Strand,  
London WC2R 1EX

The Securities referred to above have not been registered under the United States Securities Act of 1933 and may not be offered, sold or delivered, directly or indirectly, in the United States of America, its territories or its possessions or to United States persons.

21st May, 1987

## Changes at Royal Insurance

ROYAL INSURANCE (UK) has made the following general management appointments:—Mr M. E. Berry is appointed a general manager, business operations. His area of responsibility includes London and the South East of England, relationships with national brokers and the major commercial classes of business. Mr J. S. Simpson is appointed a general manager, business operations. His responsibilities include the north of England, Yorkshire, west England, Northern Ireland and Wales, business development with local brokers and agents and personal lines and commercial package business. Mr W. J. Ward is appointed a general manager, business operations. His responsibilities include the north of England, Yorkshire, east England, Scotland, the Republic of Ireland, and British Engine, and business development with financial services intermediaries. He is also responsible for the claims function. Mr Berry, Mr Simpson and Mr Ward are also directors of Royal Insurance (UK). Mr A. J. Campbell-Hart is appointed a general manager, corporate services and a director. His area of responsibility includes accounting and finance, corporate personnel matters, corporate planning and information technology.

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## BUSINESS LAW

## The law is the law but...

BY A. H. HERMANN, LEGAL CORRESPONDENT

A LAW is a law and never mind principles and theories—that is the echo one can hear in most English courts and law schools. Principles may be the right thing for US courts which can dislodge rules made by Congress and the President, using the Constitution as the fixed point of leverage, but not for the UK where parliament is supreme.

Quite so—but on second thought perhaps not. Principles and theories, best in the form of a bill of rights, are often at the root of the difference between the "law of the jungle" and the "rule of law." It is a highly practical difference. The law of the jungle protects you as long as you are the strongest. The rule of law restrains the strong to protect the weak. It is the insurance premium the strong pay while they are strong to reap the benefits when they weaken, as inevitably they will.

The recent decision from the High Court in the International Tin Council case tries to tell us that there is no way of making sovereign traders pay their debts. Few people would say this is a pronouncement emanating from the rule of law. This is a social rather than a moral issue: if we have no rule of law in the market there will soon be no market.

Some governments go even more brazenly about the business of striking off their debts and obligations. Earlier this month the Greek Government obtained from its parliament the approval of what I call *Les Andreadis*, wiping off \$27m which it owed under an arbitral award to Stran Greek Refineries, now in liquidation. Stran is wholly owned by Professor Stratis Andreadis. The long feud of Prof Andreadis with the Government dates back to 1976 when the Government, by a decree, the constitutionality of which he denies, deprived him of control of the Commercial Bank of Greece group, the second largest in Greece. His equity interest was reduced from over 50 per cent to 27 per cent.

Over the years Prof Andreadis became involved in numerous litigations with the Government in an effort to recoup some of his interests or to obtain dividends due on those shares which he still has. One of these disputes, which the Greek parliament was asked to terminate, concerned a contract concluded by Stran with the Government in 1970. Stran was to build a refinery at a site to be acquired by the Government. However, the second

military coup of November 1973 intervened. The site chosen for the refinery was converted for other uses and work on the project could not go ahead. Though Stran had already incurred substantial expenditure and liabilities to Greek and foreign contractors and suppliers and had arranged loans to finance the project.

The issue remained in suspense during the rule of the colonels but the contract was formally terminated by a decision of the elected Government on October 14 1977.

Prof Andreadis claimed refund of the expenses and liabilities. The Government invoked the arbitral clause of the contract and the arbitral tribunal presided over by the Honorary President of the Supreme Court of Greece, awarded Stran 70 per cent of the expenses and liabilities incurred in the frustrated project, with interest approximately \$27m.

This award, published in February 1984, was immediately challenged by the Government which applied for judicial review. Both the court of first instance (in 1985) and the Court of Appeal (in 1986) confirmed the award. The Government appealed further to the Supreme Court of Greece which was due to hear the case this month. Prof Andreadis had some ground to believe that the Supreme Court would confirm the decisions of the lower courts. The government seems to have feared the same as it hurriedly appended to a bill passing through parliament a few clauses wiping out the arbitral award. Neither Stran nor Prof Andreadis are mentioned in these clauses which ostensibly reinterpret the law 141/1975, which invalidated contracts made by the colonels in the years 1967-1974. The new measures void any arbitral clauses of such abandoned contracts and any arbitral awards made. It seems that the award obtained by Stran was the only important target of this legislation.

Though there may be some room for a reference to the European Court of Human Rights in Strasbourg, the way the Greek Government disposed of Prof Andreadis's claims is essentially a domestic affair. However, few foreign investors will be greatly encouraged by it. By contrast, the way the European Community applies its antidumping rules may yet prove to be an international boomerang. This was launched by a series of judgments in which the European Court re-

jected on May 7 1981 appeals by a number of Japanese manufacturers of small ballbearings against an antidumping duty instituted by Council regulation 2086/84.

The main complaint in all these appeals—as well as in those in the pipeline and now likely to be abandoned—concerned the method of calculating the dumping margin by the European Commission. This should be the difference between the "normal value" charged on the exporters' domestic market and his lower export prices. The antidumping regulation gives the Commission a choice of methods of calculation—transaction prices, averages, mean prices, most frequently encountered prices. According to Article 2/9 of regulation 2017 "in order to establish a valid comparison, the export price and the normal value should be assessed on a comparable basis in respect of physical characteristics of the product, quantities and sales conditions."

The Commission used a weighted average for calculating the "normal" domestic price in Japan but compared it with an average of only that part of the export prices which was under the level of the "normal" price. The excess of export prices which were higher than the domestic price in Japan was cut off and these prices appeared in the calculation as equal to the "normal price." The Japanese companies may have been guilty of dumping but such an arbitrary method of calculation seems to ignore the reality of the market where individual transactions are at different prices to meet marginal demand.

The Japanese companies complained that the Commission obtained in this way a lower average of the export prices than corresponded to reality and that the use of the two different methods made the figures incomparable and the result unfair. The court said the regulation said nothing about the need to use identical methods and rejected the complaint of unfairness, reasoning that the Japanese charged higher prices in some transactions only to achieve an average which would obscure the dumping effect of other transactions. One can only pray that a similar treatment should not be applied by others to the subsidised exports of the Community.

Not even the Federal

Supreme Court in Karlsruhe (BGH) keeps always within the system which one associates with the rule of law. It failed to live up to it when called upon to remove one of the more obvious privileges enjoyed by banks in Germany.

This concerned the use of funds received by a bank for an insolvent client who was in overdraft. If he applied for the opening of bankruptcy proceedings, a bank using moneys received for the client after the date of the application for settling his overdraft could be opposed by other creditors. Whether the bank might use such remittances for settlement of its own claims, if the debtor applied instead for a judicially supervised settlement with creditors, was a hotly contested question in German legal literature.

In case II ZR 293 185, the BGH has now sided with the banks. It refused all analogy with the bankruptcy ordinance. To leave no doubt about the desired result, the court also said that the failure of the trustee in insolvency to revoke the authority previously given by the insolvent debtor to his customers, to pay what they owed him into his bank account, was not a prohibited special agreement. This decision clearly intrudes the principle of equality of uninsured creditors. It is what they call in Germany *Systemwidrig*. German banks, apparently, can get an exemption from the rule of law.

*Madeline Watson & Co Ltd v International Tin Council, FT Law Report, May 20 1987, 1 Cases 240, 255, 258, 259.*

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Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to A.T. Matthews, Hoggett Bowers plc, Abbott House, 1/2 Hanover Street, LONDON, W1R 8WB, 01 400 3766, quoting Ref: 322/FT



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# MANAGEMENT: Marketing and Advertising

EVER SINCE 1983 when Novo, the Danish insulin and enzymes manufacturer, reported pre-tax earnings equal to a 28 per cent return on sales, analysts have been worrying because the group has failed to repeat such unsustainably high profits. Nevertheless in 1986, they remained a very respectable 19 per cent of sales.

This has tended to overshadow Novo's achievement in penetrating the vast but hostile US market for insulin, one of the none-too-many cases in which a European company has successfully established itself in the face of intense competition from a dominant American producer, in this instance Eli Lilly.

Novo first went seriously international in the marketing of insulin in the early 1970s after it had developed a highly purified, so-called monocompartment insulin, from which all the contaminants which set up anti-body reactions in diabetic patients were eliminated. Novo believed that the technology which it had used gave it a five-year lead over its competitors.

However, the company miscalculated the American market at the outset. "We entered the US market with our own products in 1979-80," says Sonnich Fryland, executive vice-president of the pharmaceuticals division. "The basis of our entry was that we thought we had a superior product, so superior that we could turn the market round."

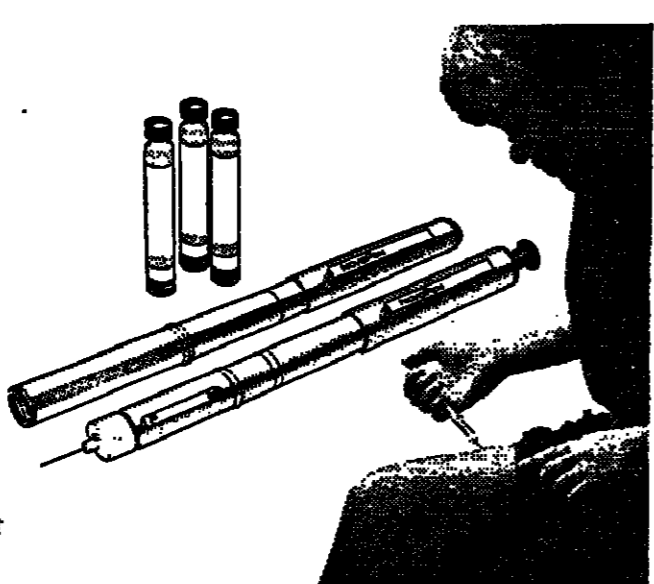
But Novo had not given enough attention to the enormous cultural and commercial differences between the US and European markets, nor could it foresee how its competitive situation would be affected by the actions of the US regulators.

As Novo prepared to enter the market, says Fryland Lilly began upgrading its own insulin products, reducing the level of contaminants from over 100 parts per million first to 40, then 20, and finally 10 ppm. Novo's highly purified insulin contained no detectable contaminants, ie, less than 1 ppm.

The US Food and Drug Administration, the US regulatory body, however, ruled that a product with fewer than 10 ppm could be described as "purified"—the same classification as competitive products—but would not permit Novo to use the trade mark "monocompartment."

"So in 1981 we found that we were not permitted to say what we believed was the right thing—that we had the best product," says Fryland.

At this point Novo had to consider its options and the risks it ran if it tried to take on Lilly alone. Novo was then, and remains, a small company



Although Novopen contains FDA-approved insulin, the pen itself needs separate approval

## Novo takes on US drugs giant

Hilary Barnes on the Danish group's strategy

by the standards of the large American pharmaceutical companies, with a 1986 turnover of Dkr 4.1bn (about \$540m). The comparison became even more marked when Lilly's marketing power in the US was set against Novo's. Lilly had around 1,000 sales and medical representatives compared with Novo's fewer than 20.

The insulin market is also utterly different from that in Europe. In Denmark, where insulin is a prescription-only drug, all pharmacies, of which there are only 300, must stock a drug once it has been registered by the health authorities.

In the US, where insulin is an over-the-counter product, there are 60,000 retail pharmacy outlets, and they only stock a preparation if customer demand makes it worthwhile to make room in the refrigerator, as Fryland puts it.

At about the same time Novo stole a march on Lilly by becoming the first company to market human insulin (the chemical make-up of which is identical to insulin produced by the human body), initially in Europe, but by the time regulatory approval was obtained in the US, Lilly had also brought forward its own human insulin.

"Our option was either to go for a very exclusive part

of the US market or to make sure that we had the resources available to meet the competition," says Fryland.

The answer was a joint venture with E. R. Squibb Inc, with which Novo already had some marketing links. Squibb was then a company with turnover about four times the size of Novo's.

Squibb was already selling insulin in the US market, but it lacked Novo's production technology and was at a disadvantage in the US market both in relation to Lilly and Novo. What it did have was the marketing and distribution muscle.

The joint venture, set up in 1982 on a 50-50 basis, combines Novo's and Squibb's interests in diabetes care in the US. In Squibb-Novus Inc, Novo provides the research and production, Squibb the sales and distribution.

In 1982 Squibb-Novus's share of the US market was about 7 per cent. It now claims 23 per cent, though Fryland fudges the issue, for competitive reasons, as to whether this is volume or value. He describes this development as "very satisfactory to us."

Squibb, too, is evidently happy with the business, as the field sales force in Squibb-Novus is being tripled to 120 in 1987,

concentrating its efforts on hospitals and specialists. Squibb's own sales force is more GP-oriented.

When Squibb-Novus was first established, Lilly launched a vigorous marketing campaign to stop the growth of Novo's market share. This forced Novo to step up its own marketing efforts which caused a reduction in margins—a reduction, however, which Novo was strong enough to take. Now Fryland describes the competitive situation as "normal."

The Squibb-Novus joint venture solution caught on. It was followed up in 1983 with a similar arrangement in Canada with Connaught Laboratories and in 1984 in Australia with CSL.

The Squibb-Novus co-operation, says Fryland, has become a "strategic alliance." Novo is now selling Squibb products in Scandinavia, notably a successful Squibb ace inhibitor against hypertension.

Novo's recent acquisition of Ferrosan, another Danish pharmaceutical company for which a bright future in so-called CNS (central nervous system) products is predicted, has further cemented the Novo-Squibb relationship, as Ferrosan and Squibb already co-operate in research in the CNS field.

Novo has now launched another campaign to increase its US market share with the help of Squibb's resources, a small and unobtrusive injection system, about the size of a fountain pen, which is used to give injections of short-acting insulin.

The advantage of the pen is that diabetics can take it out of their pocket or handbag and give themselves a dose at any time, which means they do not have to take meals at set times or leave meetings.

The NovoPen is already a success in Europe, though Novo lost ground to its Danish competitor, Nordisk Gentofte, the world's third largest insulin producer (with very little activity in the US), when it underestimated the demand for the pen.

Novo has considerable hopes for the pen in the US, especially as Lilly, according to Novo, has not developed its own pen.

But before the pen is marketed in the US it has to pass the regulatory hurdles. Although the insulin used in the pen is the same human insulin which already accounts for about a quarter of Novo's US sales, the pen is a "medical device" in its own right and therefore requires separate approval.

As the date at which FDA approval will be forthcoming is unpredictable, Fryland declines to predict that 1987 will be the year when the company cracks the American market.

## Financial advertising regulations

### Transgressors will feel the bite

Feona McEwan explains what will supersede self-regulation

FINANCIAL investment companies in the UK will soon have a new set of rules to learn and live by which, for the first time, will impose upon them a statutory standard of advertising practice. Just as companies dealing in insurance, life assurance, unit and investment trusts, have been given the green light to market more freely, post Big Bang, so the web of regulations to keep them in check, grows.

For the investor, this means more protection. For the marketer, more red tape. Unlike previous codes of conduct governing investment advertising, administered by bodies like the Advertising Standards Authority and the Financial Markets Association, the new batch is legally binding and carries drastic penalties. Severe transgression could result in a transgressor losing his credentials and a company ceasing trading. Investors who lose their money as a result of a company breaching the rules will be able to sue for losses. These regulations, dictated by the Financial Services Act, come into effect from the end of the year.

For advertising agencies, used to self-regulation from relatively toothless industry bodies with restricted powers of enforcement, this will be a new straitjacket to cope with. For financial companies used

to the rarely exercised authority of the Department of Trade and Industry, this will demand a more diligent reading of the fine print.

At the year end, all investment businesses will come under the auspices of a regulatory body—either the Securities and Investment Board, the City watchdog, or one of five self-regulatory organisations (SROs) or, if they belong to a profession, to that professional body (these include the four chartered accountancy bodies and three law societies).

The five SROs are the Securities Association (born out of the Stock Exchange), Association of Future, Brokers and Dealers, Financial Intermediaries Managers and Brokers Regulatory Association, Investment Management Regulatory Organisation and Life Assurance and Unit Trust Regulatory Organisation.

First of the mark has been the SIB, which has now issued its doorstop of a rulebook. When it came to drawing up its advertising rules, which make up one section of the tome, the board examined existing codes of practice in the UK, US and Australia and consulted advertising industry bodies. After subsequent revisions, the original blank sheet of paper is now some 14 pages long.

(The whole book is two inches thick.)

SIB rules have already come in for some criticism from future users who complain that they are excessively complicated. However, such criticism is usually voiced in such a way that indicates the complainants understand the terms pretty clearly. The reason for such detailed and exact rules is the fact that they are unenforceable in law. For the bulk of investment companies, this precision is very new.

Ultimately the SIB rules governing advertisements should become the responsibility of a given trustee or group within the investment company, the SIB suggests. Agencies, too, will need to grasp the essentials as they could be held responsible for the work they put out.

Subjects covered by the SIB rules range from tombstone and image advertising to press or television coupon ads, known as off-the-page or off-the-screen ads. As well as stipulations about fairness, honesty, and so on, there are specific rules about such matters as attaching warnings of risk to a given product, but not in small print or in minimised form. Again, television coupon ads are not permitted unless repeatedly accessible by investors, for instance,

through Oracle or cable.

Nor is there any scope for persuasive "free trial period" when referring to the already existing statutory cooling off period. Where appropriate this must be spelt out that it is conferred by law.

Some rules, like those about misleading ads, will be adjusted if necessary as complaints emerge.

Although no one knows just how the rulebook will work until it goes into effect, the SIB expects complaints to come to it mainly from investors.

Depending on the degree of transgression, the offending company may be reprimanded or have its authorisation suspended. Investors who lose money can go to court to recoup their losses by bringing an action against the investment company. There is also a large number of procedures open to complainants, including independent investigation, for example, by the Ombudsman.

At the moment, other SROs are busy drawing up their own rules. In many cases there will be variations, though the SIB, for one, is keen to minimise those differences—14 different codes would be hard to handle with a common core of rules. The end of July should see the outcome.

## More UK than US companies use PR

BY DAVID CHURCHILL

BRITISH companies are way ahead of their US counterparts in the use of public relations, claims a new report on the use of PR on both sides of the Atlantic published by Shandwick, the UK's leading quoted public relations consultancy.

The report based on a survey of 200 chief executives in the UK and 200 in the US, is in direct contradiction to previous surveys which have suggested that American companies enthusiastically embrace PR.

A survey carried out by the Carl Byoir consultancy, for instance, found that some 84 per cent of the top 500 US companies used PR consultants in 1984—compared

with 69 per cent of similar sized British companies.

The Shandwick survey, however, found that nearly 50 per cent of the 200 UK chief executives surveyed— from both large and small companies and in all industries—regularly used an external PR consultancy.

But in the US, only four out of every 10 of the chief executives surveyed— from similar sized companies as the British survey—said that their company used a consultancy.

Moreover, some three out of every 10 of the British companies also had an internal PR department—compared with just 15 per cent of the US companies.

Standwick suggests that "equally striking is the fact that over half of British chief executives interviewed have formally integrated public relations into their corporate planning system, compared with one third of US top management."

The results of the survey may prove embarrassing for Shandwick since it has recently made a number of acquisitions of US public relations consultancies and is keen to develop further in America.

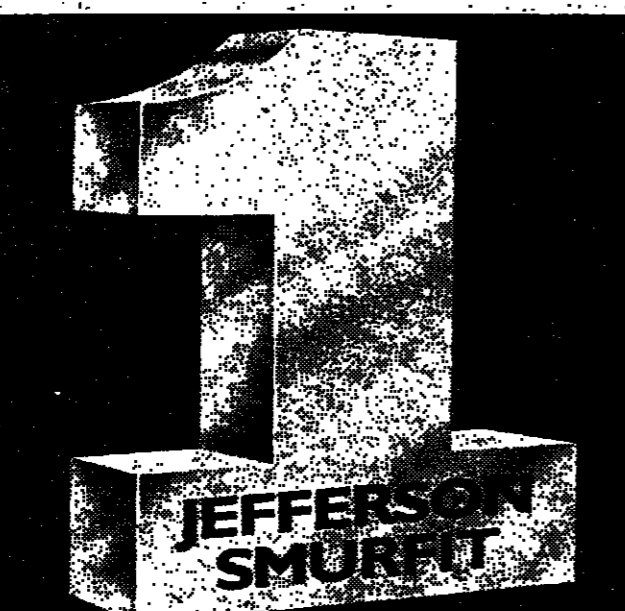
"But it proves the market potential for us in America," Peter Gummer, Shandwick's chairman, points out from New York this week.

Gummer, however, admits initially to surprise at his survey's findings. "But when I told people over here about the survey they were not at all surprised," he says.

He also believes that British chief executives have become more aware of PR than their American counterparts because of their need to communicate during mergers and acquisitions.

"What this survey also means is that British public relations specialists no longer have to feel like the poor relation when dealing with their US counterparts," adds Gummer.

\* Carried out by Research Bureau and its US associates.



## FORTUNE 500

WHO DID BEST AND WORST AMONG THE 500

| Rank | Company                       | Percent Total Return to Investors |
|------|-------------------------------|-----------------------------------|
| 1    | Jefferson Smurfit Corporation | 187.70                            |
| 2    | Sage Technology               | 163.79                            |
| 3    | Robertshaw Controls           | 119.20                            |
| 4    | Masco Industries              | 111.63                            |
| 5    | Owens-Illinois                | 105.82                            |
| 6    | Storage Technology            | 100.00                            |
| 7    | Tyson Foods                   | 98.51                             |
| 8    | Pellicore Cannon              | 85.44                             |
| 9    | Lear Siegler                  | 94.14                             |

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We also had the highest return on common equity for the 12 months ending December 31, 1986, among

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## THE ARTS

## Piccolo's 40th anniversary/Milan

## Michael Coveney

The Piccolo Theatre in Milan, one of the greatest of Europe's post-war companies, is forty years old. The cake was cut last Thursday by its founding director and inspirational powerhouse, Giorgio Strehler, who has directed most of the productions since the doors opened on May 14 1947.

To mark the occasion, visitors could see both Strehler's latest production, *Elvira, o la passione teatrale*, and his oldest and best loved (now in its fifth or sixth edition), *Arlecchino servitore di due padrone*.

In between, the indomitable Strehler, now 65 years old, followed his first acting appearance since the War in *Elvira* with a cheerleading chairmanship of his own party under the television lights, hosting an improvised cabaret and nostalgia jag interspersed with satellite link-ups with John Gielgud at the Old Vic, Maurice Béjart and his troupe somewhere in Spain and the popular French singer Barbara in Paris.

The celebrations were also joined by M. François Léotard, the French Minister of Culture, and his predecessor in the Socialist government, M. Jack Lang (who received warmer applause and a Strehler bear hug), to underline the Parisian link in Strehler's Theatre of Europe initiative, by Marie-Hélène David, daughter of Jacques Copeau whose Vienna Colombine operation, along with Brecht's Berliner Ensemble (also founded in 1947), was the Piccolo's creative ensemble example, by Barbara Sukowa, singing from *The Threepenny Opera* and speaking for actors throughout Europe; and by such distinguished long-standing colleagues as Tino Carraro, Valentina Cortese, the designer Elio Frigerio, the composer Fiorenzo Carpi, and the widow of the Piccolo's co-founder, Paolo Grassi.

There were telegrams, too, from Samuel Beckett, Federico Fellini, Willy Brandt and François Mitterrand, this latter produced by Strehler with an especial flourish. Gielgud's recital of Prospero's renunciation of magic was jolly impersonal and bedevilled by technical hitches; one felt he was taking part in a gentlemen's not a fan. As Gielgud tetchily related Ariel to the elements, Strehler's own

recent Ariel, Giulia Lazzarini, flew out of sight on a steel wire.

Milan has promised to complete the new Piccolo for Strehler by 1990. *Elvira* and the party took place in the new Teatro Studio, a large spacious arena with a horse-shoe auditorium, ostentatiously new brick work and red steel galleries, seating for 450.

Strehler appeared in black, faintly simian of feature and luxuriantly white-haired, and withstood the applause for two minutes.

He introduced the play, *Elvira Jouvett 40*, which was adapted last year by Brigitte Jacques from transcriptions made of a series of seminars given by Louis Jouvet over a period of seven months prior to the German Occupation of Paris in September 1940.

Jouvet, Copeau's protégé, and a key figure in the Strehler pantheon of practical intellectuals, was instructing students at the Conservatory, and an actress called Claudia, on that scene in Molière's *Don Juan* (Act IV, scene 6) where Elvira appeals to the rose to pull back from the brink.

The play, a rather dull and dusty affair, was premiered in Strasbourg. Strehler has made of it a riveting study of sense and sensuality, toying with the dark illusions of dramatic performance and a director's creativity. A plaited row of footlights bisects the vast floor.

Elvira is pleading with a mute Don Juan, but is herself the object of Jouvet/Strehler's instructional pleading. The seven lessons are broken up by sounds of War and projected footage of the Nazi advance through Europe.

The Piccolo was a product of the War in that Strehler and Grassi wanted to unite the people of a great city in a common cultural cause. In *Elvira*, Strehler rehearses many of his recurring arguments about impassioned truthfulness, the sense behind gesture, the quality of tenderness. He reveals a lot about himself, too: an inflexible eye for grouping among minor characters, impatience with sloppiness, an obsession with text (often forgotten in appreciations of the visual language he served up), and sheer star quality. Claudia is played by Giulia Lazzarini, who is both technically con-



As part of the celebrations, founding director Giorgio Strehler chose to put on his oldest and best loved production, Goldoni's "Arlecchino servitore di due padrone"

trolled and convincingly improvisatory as the words towards the seventh scene delivery of her vainly heart-rending supplications.

In another happy coincidence, it was Jouvet's 1947 revival of the play that introduced Don Juan to the modern repertoire after almost three centuries of neglect. Strehler has waged a similar campaign on behalf of Goldoni, renewing the *commedia dell'arte* conventions in the light of modern sensibilities in sexual, domestic and mercantile affairs.

The first Piccolo season comprised *Arlecchino* and plays by Gorky, Salacrou and Calderon. Unlike the Berliner Ensemble or the Moscow Art in its early days, there has been no contemporary house dramatist. Instead, the received dramatic literature, from Shakespeare to Dostoevsky, from Pirandello and Strindberg to Beckett and Bond, has been subjected to interpretation of microscopic intensity and an unflinching aesthetic of good taste.

I have seen the Piccolo's work at various ports of call, most regularly in recent years in Paris. *Arlecchino*, it is chastening to remember, has never been seen in London (an early version was at the Edinburgh Festival of 1956). It is a classic

production of prodigious energy and charm that is now, Strehler swears, in its last embodiment.

There is no furniture apart from three beautiful standing screens and a couple of large trunks for the last act clothing confusion, no scenery save a pure white traverse and cyclorama. Otherwise, all is illuminated by candlelight (that is the illusion, at any rate) and an interior scene indicated, for instance, by two servants holding candelabras to make an informal arch. The costumes are exquisite without being precious or fustian, the acting explicit and sure without being coyly *alla commedia*. Since 1947, Strehler has had but two *Arlecchinos*, Marcello Moretti and, in the job since 1962, Ferruccio Soleri.

Soleri has said that, as he gets older, so *Arlecchino* becomes younger. There is indeed a childish spontaneity in his antics that is deeply moving. In the trunk, he finds himself enmeshed in a white smock and reverts, startlingly, to perambulatory habits of squeaking and flailing. The serving of two meals remains a masterpiece of timing. Fought, whined and thrown from behind the screens, plates and tureens despatched on teasing trajectories while Soleri remains in full

flight in the opposite direction. On Friday night, not a fork hit the deck.

The frustrated romance of Florindo and Beatrice was beautifully played by Franco Graziosi (another survivor from 1962) and the huskily voiced Andrea Jonasson, the latest of Strehler's wives and a limber, sexually intriguing object of the innocent Clario's (Susanna Marcomoni) experimental overtures.

*Arlecchino* plays in the old Piccolo itself—an agreeably modest 600-seater with no architectural or decorative pretensions—until May 29. Strehler will continue work on his *Foxtrot* (he will take the title role, surely a diabolical match for any Mephisto?) scheduled for the Studio next year.

Strehler's has, in a sense, been Europe's longest-running one-man show; there is no provision for a successor. Just as he derives his methodology from Stanislavsky, Copeau, Jouvet and Brecht, so Strehler's example is followed by Planchon, Cherceau, Stein and Bondy. It has been an astonishing career and I shall not be at all surprised if, once the new Piccolo (seating 1,200) is under way, Strehler starts planning his golden jubilee of 1997.

## Kiss Me Kate/Old Vic

## Michael Coveney

I start from the premise that *Kiss Me Kate* is not one of Cole Porter's best musicals. Nor is it one of Adrian Noble's best productions. The underpowered and visually chaotic proceedings that have arrived at the Old Vic after a Stratford premiere in February and an extended tour in the provinces represent neither the best of the American musical theatre nor anything resembling an intelligent RSC vintage.

The quarrelling Kate and Petruchio in a Baltimore try-out of the play were based on the Lunts; the backstage ruse in Sam and Bella Spewack's book creates a good setting for the physical rough and tumble. The Lucentio has signed a gambling debt on to Petruchio, two hoods come to collect. Daddy, Bianca hoping for her big legit break and ogling Petruchio.

Mr Noble and his designer William Dudley have done nothing to freshen the piece with any application of homogeneously modern or creative style. Instead it is taken at face value and presented as a messy hotchpotch of a mock Renaissance set-up shop plunked in a familiar world of standing flats, lights, sunbaked medieval per-

spectives, gaudy front cloths and costumes (by Liz de Costa) with unbelievable vulgarity in clashing pinks and oranges, black and white checks, printed tights.

Because a musical was written in 1948 is no reason to keep reminding your audience of the fact. Paul Jones is a proven artist in his own musical and performing sphere, but his voice does not have the depth and richness (I do not necessarily require Howard Keel) for the score. Nicola McAuliffe has the vocal beating of everything, and is especially good at imitating the lumbering "Hate Men," but she works so hard she ends up charming. One should also expect an RSC show (this is a co-production with the commercial management, Triumph) to make us feel that their relationship matters.

Most surprisingly of all, the choreography of Ron Field is routine and old-fashioned (I do not necessarily require roller skates), except for those sequences involving the miraculously Tim Flavin who makes an elegantly manoeuvred silk purse of the sow's ear "Bianca"—with true class, he finishes everything he does so beautifully. The sound system is just about tolerable. Apart from the

wonderful "So In Love Am I," in which Miss McAuliffe sacrifices vocal luxuriance for emotional anxiety—the one spot in the show that strikes home—"Brush Up Your Shakespeare" comes off best, as it should. The gangsters are blithely and slightly played by John Bardon, a former "Max Miller" as a potato-faced loon seemingly set in concrete, and the People Show alumnae Emil Wolk.

If you have to see the show, go for Wolk. He plays a jumpy zany for one just returned from Strehler's Piccolo Theatre, the Harlequin references elsewhere are too much to contemplate—sucked into showbiz as Kate's reluctant minder. But he likes the mirror the moment he barges into the dressing room and by the wedding scene he has stuffed himself into a dress and is pulling a gun on the sure accompaniment to a McAuliffe trill.

Come the second act, he has acquired a hat of fruit and an interest in manically his armoured Miranda's phase is brutally curtailed by the off-stage patsch which invalidates the debt and sends Kate back to Petruchio. What Mr Wolk achieves with this role is in itself, and I would say alone, worth the price of admission.

## Bruce ballets/Sadler's Wells

## Clement Crisp

The final programme of the Ballet Rambert season is made up of three works by Christopher Bruce, and dedicated to him as a way of saying thank you for his long association with the company. Bruce as a dancer is inevitably remembered for those crucial years when the Rambert troupe assumed its new identity, and his interpretations in many works seemed to set a seal of excellence upon the fresh start made by the company. Not long after came his first choreographies, which also helped confirm the innovative energy of the re-fashioned Rambert, and since that time he has contributed largely to the fixing of the company's identity.

Reason indeed to thank him, though I do not feel that Tues-

day's triple bill did full justice to his creativity. *Dancing On Ice* is a thatched choreography, homespun in manner, and deeply sincere about peasant carollings, but it started as a work for students and is best left to them in the performance. In fact, pupils at the Rambert School.

Ceremonies was created last year, with four couples moving from Elizabethan courtly behaviour to reveal the beast beneath the skin and the lusts of the flesh that make animals a scene in which all sorts of hints, too, of *The Rite of Spring* in a final sacrificial section, but for all its sexual grapplings the dance looks decorous rather than orgiastic.

Bruce at his best, poetic and sure in his means, is happily

to be found in the closing *Night with a Waning Moon*. This uses George Crumb's setting of Lorea fragments for a capriccio about the *commedia dell'arte* characters. With superb dancing by Pamela Marre showing a dark elegance beneath a starchy sky, the cast in white or brilliant tatters, the dance hints at drama, at relationships, and matches the ravishingly spare sonorities of the allusively rich.

It is a fine work and finely danced by its cast, which included Ben Craft as Pierrot, Siobhan Stanley as Columbine, Mark Baldwin as the Captain, and Bruce Michelson as Pierrot. An excellent account of the score came from Doreen Walker with the Mercury Ensemble

## Jonny spielt auf/Teatro Massimo, Palermo

## William Weaver

Palermo's Teatro Massimo, performing temporarily in the less than happy setting of the Politeama Garibaldi while the historic house undergoes renovation, continues to present one of the most attractive and stimulating operas in Italy.

Having inaugurated its operatic year with a revival of Respighi's rare *Semiramide*, the Massimo has again made musical headlines with a splendidly conceived and executed production of Erich Korngold's *Jonny spielt auf* (given in Italian translation).

Though the Korngold opera is surely better-known, at least as a title, to Italians, in the theatre here it is almost as unfamiliar as the Respighi. After a radio broadcast in 1958, Jonny was staged at the Florence Maggio musicale in 1963, and this production was seen also during the Florence season two years later. Then: silence.

I attended one of those long-

ago Florence performances, but the memory is dim. I simply recall that the work made little impression. So I made the journey to Palermo more out of a sense of duty than with any real eagerness or curiosity. This time, the impression was quite different, however. While unready to proclaim *Jonny spielt auf* a masterpiece, I can attest to its vigour, skill, and charm. It is immensely enjoyable.

The enjoyment in Palermo was both visual and aural. The opera is hard to categorise: the marvellously absurd libretto (by Korngold himself) inspired a scene in which all sorts of apparently contradictory elements—from jazz to opera to Puccini and Richard Strauss—are imaginatively and effectively blended. The set-designer Emanuele Luzzati created a series of bright synthesised scenes, convincingly portrayed such things as a singing glacier, a homicidal locomotive, a practical automobile. Sanzuza Calvi's costumes also managed to be both good-looking and a bit caricatural.

Filippo Crivelli, who has not only considerable opera experience but also a knowledge of intellectual cabaret, was fortunate in having strong cast; and he used them well, never allowing the singers to mug, while encouraging them in move—even dance—through the scenes.

If you adhere strictly to a tally of the bars he has to sing, Jonny is not really the protagonist of the work (it has

none); but with his infectious verve and his great musicality, Bruce Hubbard, in this title-role, seemed to inspire, to energise the whole performance. The warm, supple baritone voice was matched by enthusiastic high spirits. Dancing, clowning, singing, he was, throughout, the complete artist.

Jan Caley was Max, the composer's brilliant high tenor of effective clarity. As Anita, the singer, Fiorella Pediconi did full justice to the difficult soprano writing, with its melting lyrical phrases; and Silvia Balcani (Vivante, the French maid and Jonny's girlfriend) also sang with confidence and incisiveness. Danielle, the virtuosic violinist, is meant to be irresistibly seductive. The baritone Kalin Topalov was not that (unlike Jonny's girlfriend) but he was vocally correct and did nothing to mar the success of the evening.

Much of that success was due to the young Swiss conductor Karl Martin, who relished the quirky score, punctuated by muted trumpets, banjo, and other eccentricities; but Martin also maintained a good pace, while allowing the singers to phrase comfortably. The text was not always clearly enunciated (though Mr Hubbard's words were almost unfailingly intelligible), but the fun came through all the same. The Palermo orchestra and chorus (carefully prepared by Mario Tassin) were in admirable fettle.

## Danish Ballet Festival/Copenhagen

## Clement Crisp

After a lapse of nearly a decade, the Danish Ballet Festival has been restored, allowing visitors to Copenhagen a concentrated and happy immersion in the Royal Danish Ballet's repertory.

In a departure from tradition, the opening performances at the end of last week brought the Copenhagen debut of the Hamburg Ballet under its director, John Neumeier. Neumeier's ballets are already in the Royal Danish repertory; his *Romeo and Juliet* and the *Swan Lake*, on which I reported 18 months ago, are much admired. For the Festival we were offered two works, very different in style, which yet provide a by no means uncharacteristic portrait of his company: *The Lady of the Camellias* and the *Saint Matthew Passion*.

*Camellias* was made for the Stuttgart Ballet in 1978, and it develops the line of John Cranko's full-length studies of Marcia Hayde. It is a *manière de homage* is, though, marked by Neumeier's taste for allusion and correspondences. Its structure, as we know from the Stuttgart Ballet's performances in London, is a theatrical conceit that tells Marguerite Gautier's story Chinese-box fashion. Starting from the outer shell of an

auction of Marguerite's belongings after her death, it moves within a flash-back box to the tragedy of Armand's obsession with Marguerite and an interwoven comparison with the love of Des Grieux for Madeleine in *Les Liaisons dangereuses*.

It is a cunning structural exercise whose leisurely exposition sits with surprising rightness upon an accompaniment of Chopin piano works. Inevitably the piece stands or falls upon the quality of its two central characterisations. Hayde and Richard Cragin, in the original, were all ardour and worldly gloss.

With the Hamburg troupe Colleen Scott centred at first unemphatic, underplaying Marguerite as a divinity of the demi-monde. But her delicacy of means, which probes ever more skilfully as the action progresses into Marguerite's fever of body and spirit, paid final emotional rewards as we understood her view of the courtesan as a victim of society as well as of her own decay of feeling. And, because of the incandescence of Ivan Liska's Armand, we sympathised both with him as a young man of blazing Romantic temperament, and with Marguerite, unable to resist such ardour. Liska, indeed,

dominated the action, sweeping like a whirlwind through each scene: he is a dancer-actor whose external power comes from an inner fire.

The Hamburg dancers provided sound dramatic support, though their dance style did not seem sufficiently sophisticated to convince one that this was the finest theatrical work. They were far more impressive in the *Saint Matthew Passion*.

To provide a danced illustration to the entirety of Bach's *Passion* seems at first an action so arrogant that thunderbolts should be the only proper punishment for such hubris. But dance as illumination of both the scriptural narrative (which is the text sung by the Evangelist) and of the recitatives and arias given to soloists and chorus (which are meditations upon the gospel incidents) has certain parallels in the idea of Mystery Plays and even in the German musical tradition that produced the *Passion*.

Where Neumeier has been most theatrically deft is in the contrasts he has made between literal presentation of incidents (the mocking of Christ; the agony on the Cross; Judas's suicide) and freer choreography that feeds on the con-

templative element in Bach's score.

Very apt is the visual language of the staging. The dance area is surrounded by pitch darkness. The only properties are benches on which the cast sit, and which can form the Cross and a prison. The cast are white-clad—the women in shifts, the men in trousers and tunics tops. The movement is expressionistic in manner, studied in its simplicity, occasionally balletic (half the girls wear shoes, the others are barefoot; so, too, the men) and the dance relies upon images clearly sprung from the words, without seeming dutifully constrained to mimicry.

Dynamic crescendos are reserved for a few powerful incidents—as when the crowd shouts for Barabbas to be released to freedom—but much of the writing relies upon soloists and small ensembles, who bring absolute conviction to Neumeier's sometimes shocking but always logical inventions. On Sunday night, when the *Passion* was given at the Royal Theatre, the role of Christ was taken by Anders Hellström in a performance impossible to fault. Quietness, physical dignity and a refined beauty, extreme concentration and con-

trol, marked this interpretation, extraordinary in its purity and communicative directness. Opposed to his radiant simplicity was Ivan Liska's Judas, no less commendable in its detail, and ideally matched in projection.

Of course, Bach's music (in a dramatically bright and specially recorded performance under Günther Jena, with Peter Schreier leading the soloists) dominates our perceptions that movement may seem an act of supererogation. Yet Neumeier's vision compels respect. It recalls in its physical immediacy the religious paintings of Stanley Spencer, and is no less sincere.

During the Festival, which continues throughout this week, the Royal Danish Ballet is showing some of the best of its current repertory. Bourmenville represents the glories of the past; the possibilities for the future were rather less convincingly on view in an evening of new choreographers by Erling Ekström, Jan Thomsen, and Abigail Williams. The latter, apart from Eliasson's neatly made *Serizet* to some Shostakovich piano duets, the offerings seemed to me unworthy of display outside workshops. They made fine dancers look foolish.

## Portraits

There was a telephonic confusion which changed the title of William Douglas-Home's play *Portraits*, and suggested that director John Dexter was also the author.

R.A.Y.

## Arts Guide

## Exhibitions

**NEW YORK**  
Metropolitan Museum: 45 key Impressionist and Post-Impressionist works from the Courtauld Collection tour America, including works by Cézanne, Manet, Renoir, Seurat and Gauguin. Ends June 21.

**WASHINGTON**  
Hirshhorn: 30 paintings from the permanent collection trace the use of bridges as symbols of modernity and the past in works by Thomas Eakins, Winslow Homer, Raphael Soyer and Louis Lowmick among others. Ends May 24.

**CHICAGO**  
Art Institute: The 1965 Grand Palais exhibit of Larigue's 1920s photographs shows the evocative panoramas and fleeting moments on the streets of Paris between the wars. Ends June 28.

**LONDON**  
The Tate Gallery: Turner in the new Core Gallery: The Turner Bequest, which amounts to nearly 300 oil paintings, finished and unfinished, and a further 19,000 or so watercolours and drawings, has been a source of controversy and dissonance ever since it came into the nation's hands more than 120 years ago. Turner had always wished for a gallery to himself which would show all aspects of his work. Whether his extension to the Tate as a suitable setting is a nice question. The larger paintings may be hung too

low for one who lived in a more ostentatious age, and the tasteful meal Stirling has decreed for the principal galleries is a far cry from the rich plan he is known to have preferred. The vulgar neo-deco of the entrance hall has little to recommend it. But eight rooms for paintings and one for watercolours give room enough, and with the three reserve galleries upstairs, every painting but the few in restoration or on loan is on the wall.

**TOKYO**  
Jonathan Borovick: 61 works from the unconventional young New York artist in an integrated show of installations, painting, sculpture, light, sound and movement. Two famous pieces, *The Man with a Briefcase* and *Hammering Men*, are included. The latter, juxtaposed against a humane Japanese Goddess of Mercy statue, makes an ironical comment on nuclear war. Male Aggression and Maidenform Woman parody American pop culture. Tokyo Metropolitan Art Museum, Ueno Park. Ends June 7. Closed Mon.

**ITALY**  
Venice: Palazzo Grassi: The Arcimboldo effect: a curious and stimulating exhibition centred on the neglected 16th century Milanese mannerist painter, Giuseppe Arcimboldo. Much appreciated in his own lifetime for his extraordinary composite portraits, in which the features of the sitter would be composed of the tools of his trade. — Pots, pans and vegetables for the cook (which

turned upside-down becomes merely a still-life) or books for the librarian. — Arcimboldo spent most of his working life outside Italy, in the service of three Hapsburg emperors. Included is his arresting portrait of Rudolf II as the Etruscan god Vertumnus, made up of fruit, vegetables and ears of corn. The exhibition contains works by Arcimboldo's predecessors, such as Leonardo, Durer and Bosch, as well as those of artists active in the early years of the 20th century. It attempts to draw links, some obvious (Dali, de Chirico, Man Ray and Duchamp). Ends May 31.

**SPAIN**  
Madrid: Diego Rivera: A retrospective 20th century by exponent of Mexican art, this show offers an ample collection of his works, including a film with his fresco murals, 100 oil and tempera paintings, 110 book illustrations. Centro de Arte Reina Sofia, Santa Isabel 52. Ends June 7.

**PARIS**  
Berthe Morisot: More than 40 oils, pastels, watercolours, crayons and sculptures trace the development of the woman painter who, influenced at first by Corot, became a friend of the Impressionists and took part in their first exhibition. Galerie Waring Hopkins, Alain Thomas, 2 rue Mironville (466 45110). Opened all days except Sundays and lunchtime. Ends June 27.

**NETHERLANDS**  
Amsterdam: Meneer Kerk: World Press Photo exhibition. Ends May 24.

## Saleroom/Susan Moore

## Sackville silver sells

The Trustees of the Knole Estates are selling the family silver—or at least some of it. Some 80 lots of Sackville silver, described as surplus to requirements, were sold yesterday at Christie's for £208,598 (1 per cent bought in). Christie's South Kensington had dispersed £38,480-worth of less important pieces on Monday. The spectacular Carolean and Regency silver will, however, remain in the house and on view to visitors.

As expected, the most coveted lot proved to be four George III silver-gilt wine-coolers made by the great Paul Storr in 1813, and applied with festoons of vine tendrils and ram's-mask handles. They went to an anonymous purchaser for £220,000 (estimate £100-£150,000). A large George II circular pierced bread basket, by Thomas Farnen, 1728, tripled its lower estimate, going to London dealer Jacques Koonman for £66,000. Engraved with the Royal Arms, it was probably part of the official plate of the 1st Duke of Dorset, Lord Lieutenant of Ireland. Of the (incomplete) embossed service the third Duke acquired for his Paris embassy in 1784 the most spectacular

pieces were two pairs of two-handled circular soup tureens, again with ram's-mask handles, made by William Pitts in 1782 and 1783. Probably as a tribute to French taste they were modelled on pieces made by goldsmith Robert-Joseph Auguste in around 1770. Both lots went to Koonman, for £52,800 and £39,800.

A further Crown connection is marked by a silver-gilt tray with basket-work sides, given by George III to his godson, George Frederick Sackville 10 years after his birth in 1803. Made by John Pitts or Joseph Preedy, it soared to £41,800. A pair of George IV parcel-gilt candlesticks with applied swans proved even more successful, going for £28,600 (estimate £5-8,000). Part II of the T. Y. Chao Private and Family Trust Collections of Chinese ceramics and jade was sold at Sotheby's in Hong Kong on Tuesday for a total of £14,314,927, with only three per cent bought in. Part I had set a number of records and this sale proved true to form with £363,076 being paid for an early Ming underglaze-red vase, a world record for a Chinese ceramic.

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Thursday May 21 1987

# Calling a spade a shovel

CITICORP'S DECISION to raise its bad debt provision against sovereign loans to a quarter of its portfolio is a notable step towards realism. It may still be some way short of calling a spade a shovel; many of the bankers involved will admit—unattributably—that only an optimist would expect to recover three-quarters of the sums which have been advanced, and the secondary market in developing country debt applies a larger average discount.

All the same, Citicorp is at least a long stride nearer to reality than most competing US banks, or for that matter London banks. It is a typically aggressive move, and some banks will find it a painful task to match it, as the stock market quickly recognised yesterday.

Painful or not, every advance towards realism is to be welcomed for it is only now, when the banks are collectively approaching the position where they can absorb their true losses without disruption, that realistic solutions to the debt crisis can be discussed.

## Large hole

It may well be that the case-by-case approach through rescheduling was adopted in the hope that the borrowers faced what was only a liquidity problem, and could meet their obligations, given time. The reality of commodity glut and developed country protectionism has stifled this hope. The borrowers can only pay their way if they are given some real relief.

Most banks will unfortunately find it a great deal harder than Citicorp to position themselves for a realistic restructuring. Many American banks will find that such a balance sheet transfer makes an unacceptable large hole in shareholders funds.

British banks, which work under different supervisory rules, may find that such provisioning will leave them short of the official standards of capital adequacy (under existing US rules, primary capital is only reduced when losses are actually written off, rather than when provision is made, as it is before the closing sentence is written).

# A misdirected energy policy

THE LENGTHY paper on energy policy which Britain's Labour Party published as a codicil to its manifesto yesterday raises several important and neglected questions, but begs even more.

It rightly points out that Britain's gas fortune in the past decade has been nearly 25 per cent more energy than it consumes will not last. As present reserves of North Sea oil run down, the country is likely to become a net importer of energy, perhaps within 10 years, and from then on it will be wise to give some thought to the consequences.

Labour can also point to considerable confusion and inconsistency in the Thatcher government's attitude to energy policies. It proclaimed the virtues of market forces, the need to reduce state intervention and the folly of central planning. In practice it compromised. It hung on to control over trade in North Sea gas, rejected proposals for privatising British Gas in a way which would increase competition, is actively trying to maximise British jobs in the North Sea, and has protected British coal against the full impact of lower world energy prices.

These compromises reflect a deeper dilemma for all Western governments. The desire to give market forces full rein runs up against a powerful cartel in the oil industry, natural monopolies in gas and electricity, protectionism in the oil equipment and power engineering sectors, and above all in emotional drive towards national self-sufficiency. All this gives rise to political uncertainties which make it difficult for private capital markets to take the very long view that is needed in the energy sector.

## Fiscal incentives

Yet Labour's argument for more intervention, subsidies and price controls is thin and unconvincing. In the North Sea, for example, it is anxious to ensure that every last drop of oil is extracted from existing fields and from the smaller fields now waiting for development. Even with oil at \$20 a barrel, much of this oil is uneconomic to produce. Since the Conservative government has already abolished oil taxes on marginal fields, Labour's plan to "introduce fiscal incentives" would in practice mean handing

any case short of primary capital by international standards, will find themselves in a double bind if they try to match Citicorp's standards of realism, while the Bank of Japan moves towards convergent international standards of prudential control.

For all these reasons, there must be a very uncomfortable and possibly protracted balance sheet adjustment before the system can move on to the next stage of consolidation. Consolidation of nominally short-term lending into long-term or irredeemable bonds on tolerable terms has always been the desirable end of the debt saga.

## Painful share

The fact that even now the banks are barely able to confront the losses involved in the losses of the whole laborious process of recent years has been buying time for the banks to some purpose, even though this has given no real relief to the borrowers.

Governments, which will have to bear a painful share of the losses, will be reluctant to raise revenues in the next few years, cannot just sit and suffer in silence. The members of the Paris club, who have shown a generous realism in rescheduling official claims—most recently with Argentina—must now prepare themselves to help with the consolidation of commercial debt.

This may involve direct guarantees of the bonds which will replace the loans, or the provision of capital for international bodies to do the same job, and it will also involve the direct or indirect help with the process of target-setting and monitoring which will no doubt be a condition of any such guarantees.

"Securitisation," the fashionable word in the markets, is altogether too slick a description of what is likely to be a laborious and fairly costly search for an acceptable solution. Citicorp, in blunt words and all credit to it. Even Citicorp, though, will probably find since full companies are now falling over each other to supply every corner of the market.

The suggestion that "security of supply" agreements are needed with oil companies is an even more bizarre throwback, since oil companies are now falling over each other to supply every corner of the market. Similarly Labour's pledge to shield gas consumers from the effect of rising North Sea gas costs is hardly the best way of achieving its sensible objective of reducing the growth of consumption and imports.

For all that, the party is right to emphasise the dangers of complacency. Oil prices will rise again, perhaps when Britain is heavily dependent on imports. Energy conservation is a strategic and economic necessity and the suggested direct grants to pensioners, the public sector could provide a good use of national resources.

The same cannot be said of Labour's uncritical acceptance of the coal lobby's expansionary demands without any constraint from world markets. Expensive coal may provide jobs for miners but it will destroy jobs elsewhere in the economy by pushing up electricity costs. Similarly, existing nuclear power plants are an important national resource which a job-creating government could ill afford to throw aside. Some of the party's leaders know this. It is a pity they dare not say so.

# An expensive path for other banks to take

By William Hall in New York and David Lascelles in London

THE SHOCKED reaction of the financial markets yesterday to news of Citicorp's sudden 50% provision for Third World debt shows how fragile confidence in the banking system remains, even now, five years after the crisis started.

Inevitably, the sight of the US's largest bank reversing its earlier reluctance to sacrifice profits for the sake of a stronger balance sheet has triggered fears of renewed turmoil on the debt front.

However, a more cool-headed response to Citicorp's dramatic action may well evolve from the welcome it received among other bankers and banking supervisors yesterday. In these quarters, it was widely described as an exemplary step by Mr John Reed, Citicorp's 48-year-old chairman, to bring realism to the debt problem, and soften the intransigence which many banks, Citicorp among them, have shown in the past.

Even if all this means that Citicorp shareholders are \$38n the poorer today, the group as a whole is better placed to absorb whatever shocks lie ahead, and consider novel solutions. The questions now are whether other banks can afford to follow that example, and if they do, how quickly that brings resolution of the debt crisis any closer.

Citicorp had planned its move with some care. Last Friday night it sent each Citicorp director more than 200 pages of information to prepare them for Tuesday's board meeting at Citicorp's Park Avenue headquarters in mid-town Manhattan. Several of its senior country officers were flown to Miami on Monday to await the outcome of the board's decision.

Assuming that the board backed the proposal, they were instructed to hand deliver a personal letter from Mr Reed to the presidents of Brazil, Mexico, Argentina, the Philippines and Venezuela at 5.00 pm New York City time on Tuesday. The letters were delivered after Citicorp's board unanimously supported Mr Reed's plan effectively to reduce by a quarter the value of the bank's \$14.8bn sovereign debt exposure.

The plan is particularly striking coming as it does from a bank whose former chairman, Mr Walter Wriston, was famous for arguing that since countries never go bankrupt there was no pressing need for banks to protect themselves against loss.

That was not an argument that Mr Reed accepted, and since taking over in 1984 he has been building up reserves, a policy which he indicated during a recent visit to London that he intended to pursue, even at the expense of hurting the bank's profit record.

The reasons behind the timing of the move are less clear but appear to reflect the abandonment in the last few months of Citicorp's hopes that key borrowers such as Brazil would find their own way out of the debt morass.

As a former senior Citicorp executive commented yesterday: "This puts another nail

**The key measure of success will be seen in Citicorp's share price over the coming months**

in the coffin of Wriston's argument."

But Mr Wriston was not alone in taking this view. Farly, no doubt, because of the example he was setting but also because of the strong pressure to maintain steady earnings growth, US banks are among the least well cushioned against Third World debt loss. On average, it is estimated, their reserves amount to less than 5 per cent of their loan exposure.

By contrast, many Continental banks such as the Swiss, the French and the Germans have provided to the tune of 20 or 30 per cent for large sovereign borrowers, and have written off some smaller ones entirely. Their motive is not solely prudence: many banking authorities mandate provisions, and in countries like France where the banks are state-owned, profit considerations take second place to provisions. Tax, accounting practices and other factors also play a role.

Attention now focuses on the competition among players in the US financial community such as BankAmerica and Manufacturers Hanover Corporation which have large exposures to the troubled Third World countries but are less well capitalised than Citicorp, which, before this week, had about \$15bn in capital.

Bankers said yesterday that the performance of these banks in the world's stock markets and money markets would be

monitored very closely over the next few days.

Standard and Poor's, one of the two leading US credit rating agencies which re-affirmed Citicorp's debt ratings, described the move as "a positive response to a deteriorating situation" but warned that "strains created by such reserve actions may permanently weaken lower rated entities with mediocre fundamentals."

IBCA, the London bank credit rating firm, estimated yesterday that it would cost several banks their entire projected 1987 earnings to raise their provisions to Citicorp levels at one go. (See table).

One senior foreign banker based in New York described Citicorp's action as a "sane and sensible move" and said that it is merely recognising what the stock market has been saying for several months: that the value of the sovereign debt of the big US money centre banks is between 25 per cent and 50 per cent less than is carried in their books.

The immediate response of the major US banks has been muted. J. P. Morgan, which has traditionally been the best capitalised of all the money centre banks and is relatively less exposed to the Third World debt problem than its peers, declined to comment on Citicorp's action. But privately Morgan executives indicated that they would be watching the reaction of the financial markets over the next few days and had been spending a lot of time running through "what if" scenarios.

J. P. Morgan could easily make Citicorp's move and unlike Citicorp it would not have to wipe a third of its shareholders' equity. However other banks are less able to afford a similar sort of house cleaning of their balance sheets. BankAmerica, the second biggest banking group which has been buffeted by huge loan losses over the past couple of years, has indicated that it does not plan to increase its loan loss reserve of 3.16 per cent of total loans, which before the Citicorp announcement was the highest of any major US bank.

In a prepared statement, BankAmerica said that its reserves are "appropriate for the asset mix in its overall portfolio" and are aware of developments which would produce a need for adjustments to this reserve.

Mr Reed went to some lengths to stress at a crowded press conference on Tuesday that

|               | Latin American Exposure \$m | Projected Net Income 1987 \$m | Adjusted Net Income \$m |
|---------------|-----------------------------|-------------------------------|-------------------------|
| Citicorp      | 10,400                      | 1,150                         | -492                    |
| Bank America  | 7,623                       | 298                           | -1,689                  |
| Manufacturers |                             |                               |                         |
| Hanover       | 7,505                       | 403                           | -796                    |
| Morgan        | 4,614                       | 983                           | 647                     |
| Chase         | 7,020                       | 604                           | -416                    |
|               |                             |                               |                         |
|               | \$m - Em                    | 1986 Pre-tax Income Em        |                         |
| MidWest       | 2,646 - 1,575               | 1,050                         | 825                     |
| Lloyds        | 4,882 - 2,906               | 700                           | 120                     |
| Midland       | 5,475 - 3,259               | 434                           | -206                    |
| Barclays      | 2,763 - 1,645               | 895                           | 650                     |

## THE CITICORP EFFECT

\* Assuming in case of Barclays and MidWest additional 15 per cent reserves. Assuming in case of Lloyds and Midland additional 25 per cent reserves. \*\* Four major borrowers: Mexico, Brazil, Argentina, Venezuela. Source: IBCA

Citicorp's action, which will result in far and away the biggest quarterly banking loss in US history, was not trying to set a standard for the US banking industry.

"This is very much a Citicorp decision. It reflects the realities that we have a very specific and very large commitment to all of these developing countries. We are the biggest bank in the Philippines, one of the most significant financial institutions in Brazil, a large and significant factor in Argentina, the largest foreign bank in Mexico and we have a significant presence in Venezuela," said Mr Reed.

"Our major business is particularly important for us to be in a position of leadership and we felt, frankly, that it was important to us to be appropriately reserved," said Mr Reed.

The bolstering of the loan loss reserve is designed to give Citicorp maximum flexibility to undertake the second key element in its strategy—the liquidation of a substantial part of its \$15bn Third World debt exposure through debt/equity swaps, asset sales and other measures. Citicorp stresses that the action does not reflect any reduction in its commitment to help troubled Third World borrowers. Indeed, its board of directors passed a resolution to this effect on Tuesday, but it is clear that Citicorp wants to insulate its sovereign debt problem so that it can focus its attention on the growth of its core banking business.

The key measure of whether Mr Reed succeeds in his gamble will be seen in Citicorp's share price over the coming months.

Citicorp's action also poses a dilemma for British banks, whose reserving levels have tended to be on the low side, and it was significant that the Bank of England took the opportunity yesterday of pointing up the need to bolster them.

Hardest pressed will be Midland Bank which has \$3.4bn on loan to Brazil, Mexico and Argentina, but whose capital position following losses suffered through its temporary ownership of Overseas National Bank in California, is not the strongest of the clearers. Sir Kit McMahon, the bank's new chairman and former governor of the Bank of England, ordered a special \$160m provision in March against Third World debt. But Citicorp's action, calculated by bank analysts at Greenwich Mountain, Midland's independent stockbroker subsidiary yesterday, that a further \$600m will be needed to match Citicorp's new reserving levels, leaves the bank's figures for the other big clearers at Lloyds \$500m, and NatWest and Barclays \$300m each.

If British bankers do respond to these new pressures, the effects will probably become visible when they announce their interim results next July. Yesterday they were unwilling to speculate on how they might act.

Many banks, however, in the US and elsewhere will lack the

resources to match Citicorp, and this could lead to some less welcome consequences. It would accelerate a split between banks with high and low reserves, further straining the unity which bankers need to push through the complicated loan rescheduling packages to prevent the debt problem getting worse.

For their part, the borrowing countries will be quick to argue that as their loan gets written down by the banks, so their obligation to repay is reduced as well. Banks will fight this tooth and nail. Citicorp was careful to stress this week that it had not actually written down loans, so the effect of Citicorp's move could actually be to increase tension between the banks and their country creditors, at least in the short term. In the longer run, it will obviously be helpful in resolving the crisis if the banks feel more confident about their ability to swallow losses. Those banks who can write down loans will also be better placed to sell the off in the secondary market where Brazilian assets, for example, are now trading at 60 cents on the dollar. This might even help start a junk bond market in Third World debt to tap new and more speculative sources of investment.

Although this would not provide the countries with new money, it would enable banks to clear their balance sheets of long term debt and consider different ways of funding the Third World's needs.

## Fiji's stubborn bankers

UNTIL last week the managers of Fiji's five commercial banks had three busy days each month—two government employee pay days, and one joint meeting of the island state's Association of Banks.

The military coup, and its aftermath, have changed all that writes Chris Sherwell, the FT's man covering the emergency. Heavy withdrawals of deposits were followed by the new regime ordering a total bank closure last Monday.

They reopened on Tuesday to handle record volumes of business, as depositors, most of them from the Indian community, streamed in to withdraw their savings, mostly in cash.

As the government-owned National Bank of Fiji withdrew of up to 20,000 Fiji dollars were withdrawn, the Reserve Bank had to be called upon for funds.

Three branches of the bank had to be closed temporarily after anonymous telephone callers threatened to blow up the premises if they were not closed. Other branches had armed soldiers strutting through the banking halls.

Because of exchange control regulations the Fiji dollar did not come under any pressure. But those who took currency out of the country and tried to change it abroad found it impossible to get a realistic exchange rate.

The ending of the coup on Tuesday night meant business slackened yesterday. In Suva everything ground to a halt after rampaging Fijian gangs roamed the capital beating Indians, smashing cars, and looting shops.

For the bankers, however, the most delicate moment came when, with the military's attempted suspension of the constitution, the banks were told by the new regime that the Reserve Bank no longer existed and that the Governor, Savanasa Siwatibau, was suspended from his post.

At that point a story of courage began to unfold. Siwatibau, who is highly respected

## Men and Matters

by the banking community, and last week the news of the takeover badly, decided to stand his ground.

At the same time the banks, with equal resolution, refused to recognise the new regime, spurned all requests for advice on how to run a banking system, and insisted on the continued operation and backing of the Reserve Bank.

Against the banks' advice, the regime ordered the closure of the banks pending the outcome of a meeting with the ministry of finance.

That meeting was attended by the Reserve Bank Governor—and the banks both refused to recognise Peter Stinson as minister of finance and said they would not work under an illegal system.

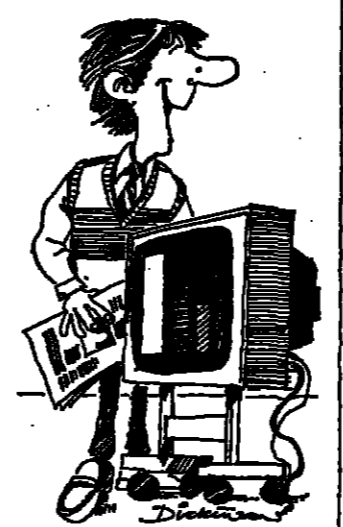
By that time it was clear that the regime wanted the banks to reopen in order to create an impression of normality. The banks in turn insisted that the regime, having ordered the closure against their advice, should also announce the reopening.

By nightfall Tuesday it was becoming clear that the banking system, the Reserve Bank, and its governor, had come through their immediate ordeal safely—although civil unrest still clouds predictions about the future.

## Artistic spirits

A strong suspicion that Japan's whisky war has spilled over into the concert hall is growing among Tokyo's music lovers.

Last week's visit of the soprano Kathleen Battle, to sing at Tokyo's new showpiece concert hall, owned by the drinks company Suntory, had been anticipated as the climax of a celebratory series of concerts marking the opening of the hall. Suddenly, contrary to all



expectations, the venue has been changed. She will now perform in the out-of-the-way Hikomi Hall—an apparent casualty of the local whisky war.

For Kathleen Battle, alas, is associated with Suntory's competitor, Nikka, following her appearances in Japanese TV commercials singing the praises of the rival brand.

## Austin-bound

If any proof were needed that the semiconductor industry is one of the most international in the world, consider the career of Peter van Cuylenburg.

In the last 13 years of working for Texas Instruments, the Dallas-based company which invented the pocket calculator, he has changed jobs six times,

including two moves to Europe, and two to the US.

Van Cuylenburg's latest shift of scenery will take him from Bedford, where he has been managing director of the Texas British operations for the last two years, to Austin, Texas.

In his new post he will be in charge of the group's artificial intelligence unit, a job that makes him one of the highest-placed Europeans ever in the US company. It puts him on a similar sort of level to that achieved by Robb Wilmet, the former ICL boss who was hired from Texas to pull the British computer group out of trouble.

As head of Texas British operations, van Cuylenburg, aged 38, has established a reputation as an articulate executive in an industry which is not short of managers with strong views. He will be moving to the US at a time when Texas Instruments has shown a distinct turn for the better after a tough period of losses in 1985, and when the European industry is also demonstrating renewed vitality.

On the question of Europe, he is strongly enthusiastic about the recent merger, which brought together the semiconductor interests of Thomson of France and SGS of Italy, saying that it is "strategically and conceptually right."

But he adds that the deal is partly orchestrated by one of his old Texas colleagues, Jacques Noels of Thomson—who will be difficult to excuse.

## Price of a meal

The Confederation of British Industry is unrelenting in its pressure upon Chancellor Lawson for lower interest rates. David Nickson, the bosses' president, returned to the attack when sitting by him at the CBI dinner.

Recalling that when Lawson had turned up for a CBI luncheon recently he had owned to doing his bit that very morning towards shaving off 1 per cent, Nickson challenged, "Surely a full-blown CBI dinner should be worth twice that..."

Observer



## The Case of the Tailor's Hands

(from an unpublished adventure of Mr. Sherlock Holmes)

"But Holmes, how on earth did you deduce that our mysterious visitor acquired his wardrobe ready-to-wear - and from Chester Barrie?"

"Come now, Watson. The man had not been in London long enough to get made-to-measure garments, yet everything about him said, 'Savile Row'. Surely

you observed the hand-made button holes and the natural horn buttons? The precision of the stitching indicated skilled hands - using pure silk thread, I fancy. And there was the unmistakable effect of hand-pressing with the heavy gas-iron."

"So Chester Barrie showed their hand?"

"Excellent, Watson. Like me, they have their methods."

Chester Barrie

SAVILE ROW LONDON

32 Savile Row London

## THURSDAY BOOK REVIEW

### The Funding of Political Parties

By Keith Ewing  
CUP: £19.50

UP TO £20m is likely to be spent by Britain's political parties during the election campaign. This is small beer by US standards, but enough for a tight Senate race—but sufficient in British eyes to provoke a continuing debate about the influence of money on elections.

A common view is that the Tories have an unfair edge: that they are able to raise vast amounts of money which is then used by Satchel and Satchel to win over floating voters. The Tories certainly enjoy an advantage, spending centrally nearly twice as much as the other two parties combined in the 1983 campaign, according to Mr Michael Pinto-Duschinsky, a leading analyst of political finances. But during the last campaign Tory support fell by four percentage points, as did

Labour's, while the ratings of the Alliance, which was outspent two-to-one by the Tories, advanced by eight points. The answer, as Ivor Crewe, Professor of Government at Essex University, has pointed out, is that "in the absence of US-style television commercials (paid for by parties and funded in Britain), the Conservatives' financial superiority is largely squandered on press and poster advertising, whose impact on the vote is minuscule."

What matters is the equality of time given to parties during the campaign on news and current affairs programmes and on party election broadcasts, which cost relatively little. Money may be more important in the pre-election period. For instance, the Alliance's concentration of resources on

target seats paid-off in the May 7 local elections when it achieved above average increases in votes in those places.

But, if, nationally, money probably matters rather less than is commonly supposed, there are still questions about the present system. Should more be disclosed about sources of party finance and should there be a reduction in the reliance of the Tories and Labour on corporate donations and trade union affiliation fees respectively?

Mr Keith Ewing, a Cambridge law don, believes the present system is unfair. Writing from the perspective of a constitutional lawyer, he argues in *The Funding of Political Parties* in Britain that "under many other jurisdictions including the US and Canada, where corporations and trade unions

are governed by identical rules, in Britain company political donations are for all practical purposes unregulated by law, while trade union political expenditure is subject to detailed and restrictive legislation." There is not even the check of controls on central campaign spending.

Mr Ewing concludes that the system operates "disproportionately to the advantage of the Conservative Party." He notes that there are minimal requirements on companies to consult their shareholders and virtually none at all on parties to disclose sources of funding.

Consequently, Mr Ewing proposes full disclosure by the parties of the sources of their funds; the regulation of company donations to give shareholders and employees

rights comparable to those enjoyed by trade union members; the extension of public funding to include direct grants to parties on an annual basis on a formula related to votes cast in the previous general election; the extension of spending controls to the campaign expenditures of the political parties as well as their candidates; and perhaps subsidies to introduce greater balance in press views.

This package, which matches much Labour Party thinking on the subject, is a mixed bag. There are strong arguments for greater disclosure and consultation, but considerable objections of both principle and practicality to controls on campaign spending and press subsidies. A more immediate priority is a tidying-up of the law on spending by national parties

on locally targeted advertising and direct mail, as well as a lifting of the low maximum limits on local candidate spending. These average between £2,500 and £5,750 and encourage "creative accounting" especially in by-elections.

The issue of state funding is not clearcut. The principle that it is desirable to maintain an effective opposition is already accepted since parties receive money for their parliamentary operations. However, grants based on votes cast, as suggested by Mr Ewing and the Houghton inquiry into political finance in 1976, are the wrong route since they would not encourage parties to broaden their bases by increasing membership or seeking individual donations.

A better answer might be

the proposal of a Hansard Society report in 1981 that, subject to a limited overall pool, the state should match individual donations up to a maximum of £2 a head.

However, this argument, and some of Mr Ewing's worries, may be made out-of-date by the direct mail revolution going on in British politics. The Social Democratic Party and, to a lesser extent, the Tories and Labour are now deriving a sizeable proportion of their funds from regular appeals to members and sympathisers as well as from "cold" shots to people on commercial mailing lists. This is broadening the base of funding in a more democratic way and may make the parties less dependent on major institutional donors.

Peter Riddell

## Banks face the facts at last

Anatole Kaletsky says Citicorp's Third World debt decision is a potential watershed

TUESDAY may have marked the beginning of an entirely new—and possibly final—chapter in the protracted Third World debt saga.

Since 1982, hundreds of proposals have been put forward for alleviating the Third World's debt burden. But all of them have foundered on two principles, imposed by bankers and political authorities in the creditor countries. The first insisted that any restructuring of the international debt nexus must impose no costs or losses on the banks. The second maintained that the traditional "case by case" approach to debt rescheduling, under IMF supervision, was both a necessary and sufficient condition to re-establish Third World countries' creditworthiness, and eventually, to return them to voluntary borrowing on the international markets.

The historic significance of Citicorp's decision to provide for up to \$30m (£1.8bn) in Third World credit losses is that it undercuts both principles. Thus it potentially removes what have become the most important obstacles to any permanent resolution of the debt problem.

Citicorp has not, of course, simply given up on \$30m of the debt owed to it by Third World governments. Nor has it turned its back on the system of debt rescheduling and new lending, which has been orchestrated by the IMF since 1982 and is being conducted now under the guise of the Baker Plan.

But what Mr John Reed, the bank's chairman, has done is to state explicitly that alternative approaches must be considered,

even if they involve substantial credit losses to Citicorp and, by implication, to all the other international banks. "The debt problem will be with us into the 1990s and we see nothing in the global economy that would enable these countries to get out of their situation," he said on Tuesday.

We want to be in a position to trade out and relinquish our loan portfolio. In the next two to three years we will engage in debt-equity swaps, debt sales and other approaches. The effect will be to take charges against the new reserves.

Having thus rejected the principle that banks must not be forced to recognise any losses on their sovereign lending, Mr Reed then went further. It was a misconception that losses on swaps or other types of debt conversions would necessarily mark a break in a country's relationship with the international banking community, or cut it off from new lending in the future. "A loss on a debt-equity swap

would have no impact on our advancing new money to a country that adopted sound growth-oriented policies," he said.

Many bankers might describe such statements as nothing more than a recognition of business realities—banks in Europe and Japan have been establishing large reserves for years to cover the losses on debt sales, swaps and restructurings. But to the US banks, and Citicorp in particular, any public admission that losses will be taken charges against the new reserves has been anathema.

The real significance of Citicorp's action therefore lies not so much in the sum of money—equivalent to 30 per cent of its total Third World exposure—which has been set aside to meet possible loan losses; rather it lies in the new negotiating frameworks which can be established, taking as given the banks' ability and willingness to make sizeable concessions to the debtors.

Among the approaches on which negotiations could now focus within the new structure are those which Mr Reed has explicitly committed: debt-equity swaps and secondary market trading in loans. The recent negotiations between the Philippines and its commercial bankers, in which the Government proposed converting part of its interest payments into equity-linked notes, could well be reopened in the coming months as a result of Citicorp's announcement.

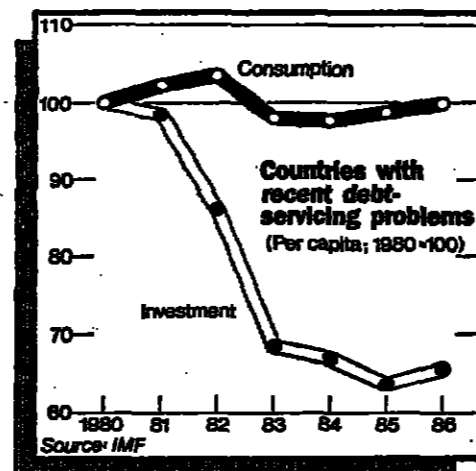
But to make any real inroads into the debt problem, more radical devices will probably also need to be used. The most obvious, discussed for many years, is some form of securitisation of Third World lending with World Bank, IMF or Western government guarantees.

While proposals for converting Third World bank debt into long-term marketable bonds have previously been rejected as politically and financially unrealistic, this conclusion has

been based on the assumption that the banks would not be prepared to take substantial loan losses in exchange for Western government or World Bank guarantees. That assumption has been invalidated.

But are Western governments and banks really prepared to recognise the need to restructure the whole Third World debt relationship and probably to make concessions to the debtor countries? Or is Citicorp's action merely an exercise in public relations and negotiating bluster?

The evidence from the world economy suggests that fundamental reforms are likely to be necessary and bankers like Mr Reed are finally beginning to recognise it. "The global economy is less robust today than was expected when the present approach was devised in 1982: trade figures in the debtor countries were less strong than we believed they would be," Mr Reed said on Tuesday, giving the background for his decision to establish the new reserves.



Countries with Recent Debt-Servicing Problems (% of exports of goods and services)

|                              | 1982 | 1983 | 1984 | 1985 | 1986 |
|------------------------------|------|------|------|------|------|
| Total debt service           | 43.5 | 46.8 | 53.5 | 58.2 | 61.0 |
| Actual debt service payments | 39.9 | 35.5 | 35.5 | 34.3 | 37.6 |
| Rescheduled debt service*    | 3.0  | 10.4 | 16.8 | 22.3 | 20.4 |
| IMF charges and repayments   | 0.6  | 0.9  | 1.2  | 1.6  | 3.0  |

\*estimates; includes rescheduling of amortisation of some short-term debt.

Source: IMF

## The background

CITICORP's decision to boost its loan loss reserves occurs against a backdrop of deteriorating creditworthiness in the Third World.

The total debt of developing countries (to governments as well as banks) now exceeds a staggering \$1 trillion. The debt has risen faster than the debtors' exports of goods and services, meaning that their capacity to service it has deteriorated. According to recent IMF estimates, the ratio of debts to exports in countries with servicing difficulties rose to 302 per cent last year compared with 242 per cent in 1982.

IMF figures also illustrate the extent to which a succession of short-term rescheduling agreements has postponed rather than solved the underlying problems. In 1986, rescheduled debt service payments amounted to almost half of actual debt service payments and were worth more than 20 per cent of debtors' annual exports.

The repayment problems have been exacerbated by a decline in commodity prices unparalleled since the Second World War. Prices have halved in real terms since the late 1970s and are at their lowest point since the 1930s. Debtors have also had to contend with sluggish growth in the industrialised world. The growth rate has halved since 1984 and, at marginally above 2 per cent a year, is well below the 3-3½ per cent generally thought essential if the strongest debtors are to have a chance of trading their way out of difficulty.

The drying up of new loans in recent years and the continued obligation on the

debtors to service the overhang of old debt have resulted in an unprecedented transfer of resources from the poor south to the rich north. In 1986, repayments on old debt exceeded new inflows by some \$50bn.

For Latin America, the negative annual net resource transfer since 1982 has been equivalent to about 4 per cent of gross national product (GNP) or a quarter of domestic savings. By contrast, West German reparations payments after the First World War were only about 2½ per cent of GNP.

Extraction of resources at this rate has undermined the debtors' long-term growth prospects because it has led to a collapse of investment. For capital formation has declined by about 35 per cent since 1980, partly because Third World entrepreneurs fear that the returns on new projects will have to be heavily taxed.

The combination of deteriorating debt ratios and slowing growth in both the developed and developing world is forcing a reassessment of strategies to cope with the debt crisis. It seems highly likely that write-offs by the banks will in time be matched by explicit debt relief for the worst hit debtors.

Citicorp has effectively declared that the true value of its Third World loans is much below their book value. The debtors will be tempted to agree and demand that their interest repayments be scaled down accordingly.

Michael Prowse

## Not a free market

From Dr R. Hudson.

Sir, — Your feature on "Banbury and north Oxfordshire—very model of self-help" (May 12) made very interesting reading. It claimed that Banbury was booming and about to boom even more as it was "about to take advantage of its natural geographic advantages." It then transpired that these "natural" advantages were in fact a product of a planned £250m public investment programme in new motorway connections. What "natural" about such public expenditure decisions? Obviously, the answer to this question is "nothing." They self-evidently reflect political choices.

In a way, however, this particular case does no more than reflect a wider trend in the built-up economic growth in the south-east to a thriving enterprise culture in a free market economy and its absence elsewhere to the absence of such an environment. Yet as the case of Banbury shows, such growth is heavily underpinned by public expenditure in (inter-alia) transport infrastructure as the Government pours public money into airports and roads. In the south-east, where such expenditure is made in regions such as the north-east, these too would no doubt experience boom conditions. In contrast, however, their fate to suffer severe cuts in public expenditure as a result of policies towards industries such as coal, steel and shipbuilding.

Seen in this perspective, the north-south divide owes a lot more to deliberate political choices over public expenditure than it does to "natural" locational advantages working their way through a free competitive market economy.

(Dr) R. Hudson,  
Science Laboratories,  
University of Durham,  
South Road, Durham.

## Not wanting to work

From Mr J. Rothwell.

Sir,—The figures quoted by Professor R. Layard and Mr A. Clark (May 19) are revealing, but draw me to a different conclusion. In June 1979, some 21.6 per cent of the population of working age (GB) were "not wanting to work." In April 1987, the percentage was approximately the same, 21.5 per cent. What happened in between these dates was that work became harder to find, and it was easier to draw unemployment benefit without running the risk of being found work. The restart programme and recent Government instructions to benefit offices appear to have restored the "not wanting to work" per-

## Letters to the Editor

centage to its pre-Thatcher (and correct) level.

J. G. Rothwell,  
Rothwell McGarvey and Co.,  
131 Old Birmingham Road,  
Bromsgrove, Worcs.

## Responsibility in investment

From Mr K. Wallace.

Sir,—I have been finding it difficult to reconcile two recent issues on the fiduciary investment scene.

First, we have had David Walker, for the Bank of England, urging investors to take more interest in the companies in which they invest. Charges of short-termism fill the air.

Then we have financial service regulation—overdue perhaps—but under the Act pension scheme trustees have to be "authorised" in order to be able to take day to day decisions affecting their pension scheme investments if they are not to be guilty of a criminal offence.

No-one knows how many pension schemes are affected. Their numbers are certainly growing fast, as any pension professional will tell you. More and more schemes are switching away from using life offices towards the "self administration" of their finances, and the threshold (in the number of members) below which such a change makes economic sense is reducing all the time. Let us say there are 50,000 of them. As a group they own half the shares traded in London.

To be authorised under the Financial Services Act these pension schemes will have to become members of IMRO at a minimum cost of £1,500. Many schemes may respond to a similar measure, the Data Protection Act—will decline to do so and accept that all investment questions for their scheme will have to be entrusted exclusively to their investment advisers.

So what has happened, at a stroke? 45,000 investors (say) will have been precluded from taking any stance on their investments.

The company secretary in Galashiels, the union official in Taunton or the foreman in Wrexham may—in their fiduciary role as trustees of a pension scheme—have strong and constructive views as to whether sacking this management or accepting or rejecting that opportunity bid will be in their own members' best long term financial interest.

But if they are tempted to give expression to their opinion, they will be sharply told that by statute "day to day" deci-

sions are for their appointed investment managers alone.

In consequence the modifying influence on a frothy market of large numbers of dispassionate and responsible investors—unconnected with City interests—but owning half of all equities, will be lost.

Short-termism will not be discouraged. Investor responsibility will be eroded.

Keith Wallace,  
Richards Butler,  
5, Clifton St, EC2.

## Industrial logic

From Mr G. Simon.

Sir,—In writing about the Tesco/Hillards takeover (May 16) Lex commented that although it was understandable that the chairman of Hillards was upset about the behaviour of the institutions "the industrial logic of Tesco's bid was impeccable."

In the same issue however Anthony Saurin reviewed the study made by Professor Colin Meyer, the Price Waterhouse professor of corporate finance at the City University. This study dwells on the behaviour of Japanese institutions which is entirely different from that of the UK institutions. The Japanese institutions seem to offer a committed and supportive long term relationship whereas the Pru in its recent annual report makes it clear that "at some price a bid can be too attractive for us properly to reject it."

It would be interesting to know what Lex thinks of this contrasting behaviour.

G. M. Simon,  
Manor House,  
Aston Magna,  
Nr Moreton-in-Marsh,  
Glos.

## Exchange rate stability

From Mr D. Dale.

Sir,—Mr Grantham (May 11) makes valid points about the management of our exchange rate since 1979 and seeks political revenge. Mr Grey (May 13) would be satisfied with some political penance and a promise to join the EMS.

I am concerned that we understand the effects of changes in the exchange rate and avoid a cure that would be worse than the disease. The pound must move over time to reflect the relative changes in our performance as a producer of goods and services when compared with other countries. It is because this did not happen that the pound was over-valued and we suffered the dire consequences listed by Mr

Grantham. Even the mighty dollar has in the end fallen, in recognition of the vast imbalance of US foreign trade. This should have happened much sooner, but is the only way in which the exchange market can help the US to pull back to sound business—by making her exports cheaper and imports dearer.

If the British economy fails to compete, the pound must fall further to preserve our industry and employment. This purifying action by the market would severely hindered if we joined the EMS.

Unfortunately much of the dealing in currencies is for quick profit and is unrelated to the market's function in foreign trade. This "hot money" floods across frontiers and causes greatly exaggerated swings in currency values. Insofar as the EMS acts as a damper to reduce short-term fluctuations, it is doing a useful job. What is really needed is the imposition of friction against violent short-term movements without preventing necessary long-term adjustments. This effect could be produced by something like a heavy stamp duty on short-term dealings.

Until we have such an international control system, we must jealously guard our freedom of action to manage our own exchange rate, and keep clear of the EMS.

Douglas H. Dale,  
37 Hatherly Road,  
Mer Heath, Stoke-on-Trent.

## Consulting actuaries

From Mr R. Waddingham.

Sir,—The secretary of the Association of Consulting Actuaries (May 16) misunderstands the nature of the advice given by actuaries. All consulting actuaries, whether they rest their working capital from their bankers or from shareholders, are responsible to the Institute of Actuaries. Their debt is to their profession.

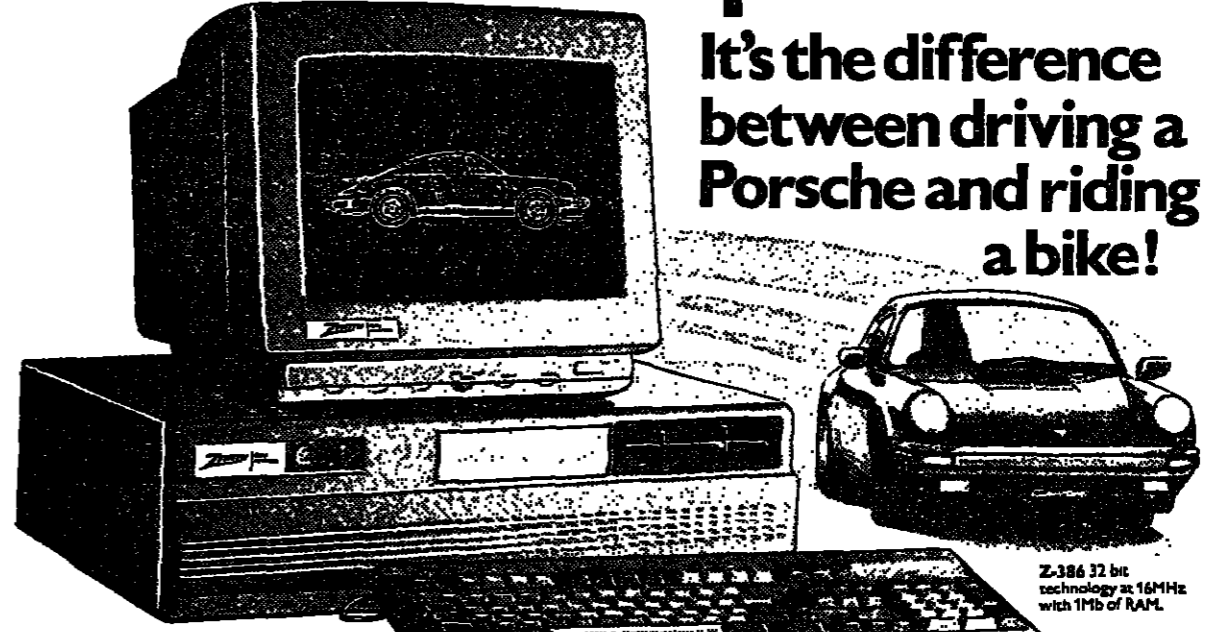
It cannot be sensible that the ACA now represents only half of the UK's consulting actuaries. In particular the four largest firms of international consulting actuaries are excluded.

The ACA would regain its strength if it moved in step with the Institute. The International Association of Consulting Actuaries, in which ACA members play an active part, has long since abolished the distinction between employed and self-employed actuaries.

At a time when liaison with government departments on pension matters has never been so important, how much better for clients if all consulting actuaries would pull together. Until then, the majority of employers will receive actuarial advice from non-members of the ACA.

R. A. J. Waddingham,  
2 Long Park,  
Chesham Bois, Bucks.

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FINANCIAL TIMES  
SURVEY

Airlines, car hire companies, hotels and many other services are all competing fiercely to make life more

comfortable for the executive on business trips. The reason, David Churchill explains, is that providing these services is now very big business

## The executive calls the tune

BUSINESS TRAVELLERS are much in demand. Unlike their counterparts who travel on holiday, business travellers offer the airlines, hotels, car rental companies, and credit card operators a source of income that is growing steadily and is generally more consistent than the packaged holiday business. Recognising their importance, therefore, the business travel industry is now determined wooing the business traveller to a degree far greater than ever before.

A decade ago, for example, separate accommodation for business travellers—away from the tourists and their annoying children—was almost unheard of. Now, it is the executives travelling business or first class who provide the cream on the profits for airlines and who are being wooed by such tactics as British Caledonian's door-to-door limousine service or Cathay Pacific's top-rated Marco Polo service, considered one of the best even by the high standards of Far Eastern carriers.

Hotels, moreover, who used to consider the independent traveller as their most valued customer have now faced the reality of having between two-thirds and three-quarters of

their rooms filled on average each week by business travellers. Now it is the business traveller who gets the express check-out after breakfast rather than waiting in long lines to pay his bill. It is the frequent business traveller, moreover, whom hotels now try to tempt back again and again through schemes such as Hyatt's Gold Passport. This not only gives the business traveller extra services when staying in a Hyatt hotel, but also qualifies him for free holiday accommodation with his family.

It is not just the international traveller who is being wooed. British Rail, for example, has been courting the business traveller—who tends to pay closer to the stated ticket price for inter-city journeys than most private passengers—with a range of services, such as executive lounges and mobile phones available on trains.

The reason for this assiduous courting of the business traveller is simply the sheer size of expenditure on business travel in all its forms. The exact amount spent is difficult to quantify—given the difficulties of knowing exactly what to include—but several attempts have been made.

American Express which has a vested interest in knowing how much is being spent on business travel, carried out a major survey two years ago which put the total size of the market at £17.4bn. The company said yesterday that it did not believe this figure had altered significantly since then.

American Express's calculations suggested that £4.3bn each was spent on air fares and petrol, £4.2bn on accommodation and subsistence, £2.5bn on rail and car hire, and £2.1bn on entertaining.

These figures have been criticised in some quarters for being either too conservative or too high. But all agree that the market is a huge one. Which is the key reason why the UK travel trade became so worried last year when it looked as if fears of terrorism would keep the imported US business traveller away from the UK. In spite of the slump of up to 40 per cent in visitors from North America in the weeks immediately after the US bombing of Libya, the market had recovered well by the end of the year. Although a number of US visitors to UK conferences and exhibitions were lost, many individual business travellers were undeterred by the terrorism fears and more worried about losing business by not coming to Europe.

Even so, the Horwath & Horwath hotel industry analysts report that the average occupancy for UK hotels last year was some 3 per cent down on the 1985 level, with London hotels 7 per cent down.

However, Mr Jonathan Bodender, Horwath & Horwath's managing director believes that "the average room occupancy rate this year is likely to recover, barring any major economic down-turn or resumption of terrorist activities."

The UK conference and exhibition industry is particularly concerned that nothing happens to keep the US business travellers away this year. The buoyant demand for conference and exhibition facilities in the 1980s has prompted the industry to invest heavily in new facilities, with more on the way. Work has started, for example, on the new £107m Birmingham International Convention Centre.

Mr David Barrow, business travel manager for the British Tourist Authority, believes that conferences and exhibitions will "become a billion pound business by 1990." He warns, however, that the industry is becoming extremely competitive. "In the 1980s competition will be even fiercer as overseas visitors will be able to choose from a number of international shows in their own specialist

field."

He urges airlines, hotels, and convention bureaux to work together to promote this facet of the whole business travel industry. Although business travel has come to dominate the thoughts of the travel trade in the 1980s, it is still being given less attention by companies. Mr Christopher Rodrigues, managing director of American Express's travel and entertainment management division, believes that many companies "still have to grasp the nettle of managing their business travel costs."

Controlling costs: the expense cycle has to be tackled  
Travel agents: fierce competition for the best deals

Airlines: aiming for a better class  
Air charter: taxi services improve

Rail: smoother rides for executives  
Car rental: building up on loyalty

Travelling spouses: incentives to bring a partner  
Women executives: hotels provide discreet security

Hotels: the comforts grow grander

Incentive travel: more rewards for corporate life

Conferences and exhibitions: London attracts big spenders  
Provincial centres seek the long-stay executives

Executive health: guarding against the risks  
Gadgets: guide to handy accessories

The US: Europeans seize their opportunities

Paying the bills: plastic cards are doing nicely



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## BUSINESS TRAVEL 2



Mr Christopher Rodrigues, managing director of American Express UK's travel management service division says the true cost of travel and entertainment is too diverse for some companies to know. Right: Pickfords Business Travel's Meet and Greet service at Heathrow.



### Controlling costs

## How to tackle the expense cycle

TRAVELLING ON business—with all the related expenditure involved—is by no means cheap. Total expenditure by UK companies is now approaching £20bn a year, according to some estimates, and can be a major part of the discretionary expenses incurred by a company.

Yet few British companies appear concerned at this. Surveys have shown that fewer than four out of every 10 companies have a written travel expense policy, and most consider it an insignificant item.

"Companies which would fight to the last drop of blood to get a good deal on a new photocopier are cheerfully tossing away thousands of pounds because they fail to get to grips with simple fundamental issues like 'who can spend how much and on what,'" points out Mr Christopher Rodrigues, managing director of American Express UK's travel management services division.

Many companies will claim that such a situation does not apply to them. Yet these are the very ones which have a fragmented and inconsistent policy which probably costs more in executive time seeking to outwit the system than it saves in any badly-applied cost control system.

For example, some companies apply a blanket policy of economy-only flights or second-class rail fares. This may save a few pounds in the short term, but usually leaves executives so disgruntled and exhausted that more is lost than gained. And any psychological benefits are lost by the chief executive more

often than not ignoring the rules laid down for the rest of the company. The initial step in any travel expense system is to identify exactly what costs are being incurred. Direct costs are those which can be easily identified—such as airline tickets, hotel bills, and car hire. But there are also hidden costs such as cash advances, chasing up overdue expense claims, and cheque processing. American Express estimates that, according to its research, there are some £780m of outstanding cash advances to employees in the UK corporate system.

"It is because the true costs of travel and entertainment are so diverse and that information is rarely held in any one place, that companies invariably do not know exactly how much they are spending," adds Mr Rodrigues.

This position is often made worse by the fact that a number of different people may have responsibility for travel plans—ranging from the secretary who always books hotels through to the executive drawing foreign currency from the company cashier and then claiming expenses on his return.

American Express's help to companies in controlling costs is based on what Mr Rodrigues calls the expense cycle. This covers planning travel; policy objectives; arrangements; the trip itself; payment; expenses; reviewing the cost; and reconciliation.

The system also needs to take into consideration both the direct and indirect costs if effective savings are to be made

which will have a real impact on the bottom line of the company's balance sheet," he adds.

One major business travel cost which many companies have already come to terms with is the cost of fuel. There are a number of specialist charge cards now in operation which can be used at nominated petrol stations.

The Overdrive fuel card is one of the leading corporate fuel cards operated by Harpur Holdings, a company whose major shareholders include Prudential Assurance and the Wells Fargo Bank. Harpur also operates the separate Esso charge-card.

Together these cards account for almost a third of the corporate fuel card market and sales through them have increased from £7m a year in 1982 to over £120m at present.

Harpur's computing systems are all in-house, enabling it to provide clients with a complete cost analysis within one statement, the location of purchase, and analysis of VAT by product category.

The company is next month planning to launch a special "Business Travelcard" which will cover the whole range of business travel expenses, from airlines to hotels and car rental.

Mr David Elias, Harpur's managing director, maintains that this card is aimed firmly at helping companies control their costs and is not a perk for employees. "We have absolutely no interest in providing special benefits for the business travellers," he says. "Our objective is to provide specific management information covering

the whole area of travel related expenses and thereby provide cost savings to the companies for whom they work."

Moreover, Mr Elias is critical of those credit card companies "who pander to business travellers in order to induce them to use their products." But he admits that as the new Business Travel card works to control costs incurred by employees "it is for this reason that we expect a great deal of user resistance initially."

But, he adds, "we used this approach in the fuel card market with our Overdrive card and this system now not only works successfully but is also in demand from senior company financial decision makers."

Hotels are also keen to give help to corporate users of their services in controlling costs. Thistle Hotels, for example, has a scheme for business executives, called Trumpeard, which allows a company to monitor and control hotel expenditure by offering different payment systems and for allowing different levels of employees to use them.

Yet whatever system is adopted to control expenses, companies should bear in mind that there are unquantifiable costs incurred when a travel policy becomes too rigid.

"The enforcement of an effective travel and entertainment expense system has more to do with efficient accounting and administration than with heavy-handed restrictions on your employees' activities, which are more often than not counterproductive," points out Mr Rodrigues.

David Churchill

NOT SURPRISINGLY business travel is one of the most important areas for travel agents. Last year, for example, travel business worth some £32bn was booked through agents specialising in business travel.

Although competition is fierce for companies' travel business, the rewards for agents can be considerably greater than selling package tour holidays to mass consumers. Companies, for example, will usually be prepared to pay more for their travel—Club Class instead of economy—and the business is less subject to seasonal fluctuations.

Yet the key problem facing travel agents is persuading companies to take it seriously—the benefits to be gained from using specialist business travel agents as part of a coherent travel policy can be considerable.

Not surprisingly, therefore, the business travel agency market is a fragmented one. On one hand, there are the small and long-established independent agencies—often descendants of old City shipping offices—while on the other there are the big three multiples—Thomas Cook, Hogg Robinson, and Pickfords Business Travel.

In between are a number of medium-sized agencies with substantial interests in business travel, as well as companies such as the AA and American Express which also have large, business travel operations. New, specialist independents such as The Travel Company have also emerged in recent years.

Thomas Cook, part of the Midland Bank group, is the market leader for business travel in the UK. It has more than 6,000 clients and a UK turnover of £250m working through 79 specialist business travel centres and 47 "implants" inside key companies. All this is backed up by Thomas Cook's 1,500 travel offices in 144 countries.

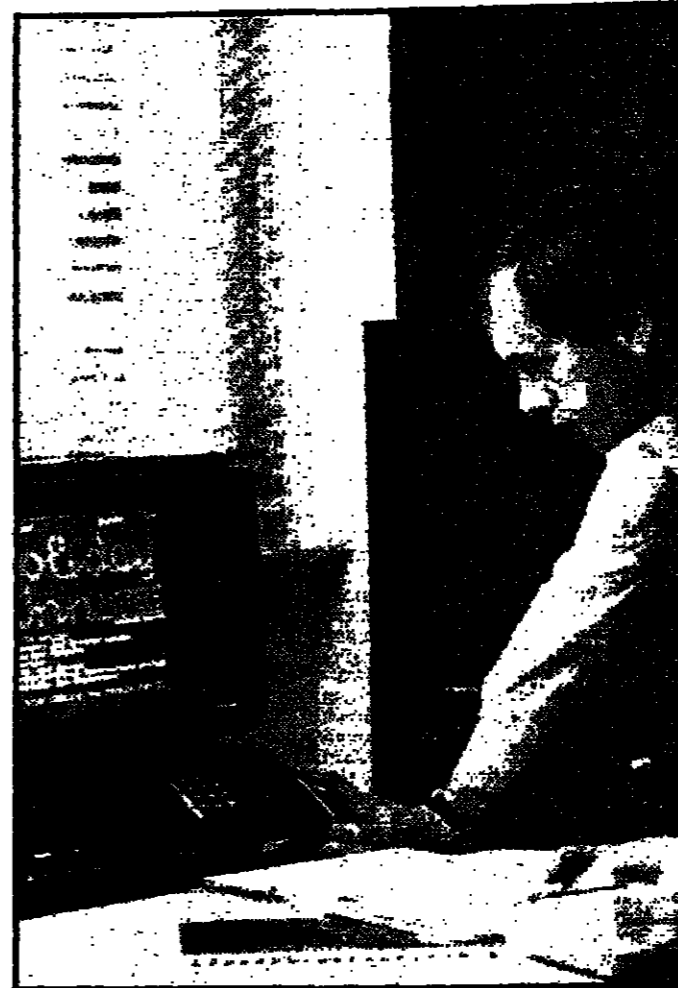
Although it has been the UK's leading travel agency since 1840, it is only in the past decade that Thomas Cook has really developed its business travel operations—a reflection on the industry has grown only relatively recently.

Hogg Robinson Travel is a division of the major transport, insurance and financial services group. It handles over £175m worth of business for 1,700 companies, including some 24 top multinationals each placing at least £1m worth of business a year.

Pickfords Business Travel, part of the National Freight Corporation, moved into the number three spot last year with the acquisition of Luna Poly's business travel operations. It now has 9,000 corporate

### Travel Agents

## Competing for the best deals for companies



Travel agents are often able to arrange the best terms for hotel bookings.

accounts, including over 50 "blue-chip" clients.

The AA has been in business travel since 1970 but only opened its first specialist business travel office in 1981 as the demand for business travel services began to take off. American Express has seven specialist business centres and 29

implants inside companies. It likens itself to a specialist boutique rather than a chain-store operation—offering tailor-made services. All these companies, and many others, are members of the Guild of Business Travel Agents. The guild's members are responsible for about 70 per

cent of all UK business travel bookings. With the competition for corporate accounts, business travel agents are seeking to improve their competitive edge through service as much as discounts.

Pickfords, for example, operates a "meet and greet" service at Heathrow and Gatwick airports.

Under this scheme, the company's control centre at Heathrow receives advance notification of company chairmen and senior executives travelling with Pickfords. Before the business traveller's arrival at the check-in desk, Pickfords's staff will confirm the passenger's seat with the airline.

If a connecting flight is late or delayed, moreover, the Pickfords's representatives will make new arrangements on the spot to get the executive to his or her destination.

Pickfords says that the "experience of our representatives at Heathrow can make the difference between an airline agreeing to hang on to that seat for a late arriving passenger, long after the deadline, or selling it to someone else."

Travel agencies prefer to compete on service and getting the best airfares and hotel deals rather than just offering bulk discounts based on the volume of business. Mintel, the research company which has studied the business travel market, points out that "an efficient travel agent can make genuine cost savings for corporate clients by plotting the best way through the labyrinth of international air fares, which is worth more to the client than quantity discounting as such."

In the US, where business travel is a much larger part of the travel scene, many travel agents belong to a consortium which brings the benefits of large-scale operation but enables them to retain their independence. The largest consortium is Woodside Management Systems, of which Hogg Robinson is a member.

The advantages offered by membership of these consortia are their ability to offer lower rates on hotels and airlines to clients, as well as participation in world-wide computer booking systems.

Perhaps the biggest development in the next few years will be the further growth of implants into companies. Setting up a business travel operation within a major client enables the agent not only to be more efficient in terms of time and resources but also allows them to understand more fully the quirks and opportunities unique to each company.

David Churchill

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## BUSINESS TRAVEL 3

## Airlines

## Providing a touch of class

RARELY HAS the business traveller been wooed so assiduously as he is today, as the airlines battle for his custom through heavy advertising campaigns in newspapers, magazines and on TV, as well as through direct mailing to both company and private addresses.

Behind this vigorous approach lies the increasing recognition that with the substantially higher fares that he pays compared with the plethora of discounted rates available to the leisure travellers, the business traveller is the golden goose of civil aviation, not only because he is travelling in increasing numbers, but also because the pressures being placed upon airlines by governments and consumer groups to reduce even further the cheaper fares levels are wreaking havoc with revenue yields.

For business travellers are becoming not only more fastidious in an era of increasingly congested air travel, but also more voluble in expressing their views about what they get, and more significantly, what they want.

A recent survey of over 17,500 international scheduled air travellers conducted by European Data & Research showed that international air travel is still very much the preserve of the businessman—with as many as three out of four of all passengers being men, of which some 85 per cent were travelling on some kind of business.

Moreover, despite reports of a downturn in US travel to Europe, because of the weakness of the dollar, a high proportion of the business travellers sampled were US originating, indicating that whilst US tourist may not be coming to Europe, their business counterparts certainly are.

The survey also threw up some other significant indications of the habits of business travellers. As many as one in three sampled were renting a car, over 80 per cent of them with one of the big five car rental chains.

Most of those who had used a rented car had been reasonably satisfied with it, but the degree of satisfaction was found to vary from country to country considerably.

But travellers' satisfaction with their hotels was at a lower level than with car rental. The major hotel chains were found to be rated higher than other hotels in each country, the best-rated hotels being those in Germany, France and Switzerland. So far as airports were concerned, passengers were reasonably satisfied with airport services, although restaurants were criticised significantly more often than any other airport facility.

The survey also probed passengers' reasons for selecting a particular airline. Most of them had played some part in actually choosing the airline, although this varied from almost 90 per cent on some routes (eg UK-Australia) to only 60 to 70 per cent on most European routes.

There were also considerable differences from airline to airline in the degree to which

passengers had been influenced by such factors as the arrival and departure times of their flights (indicating that an airline can win or lose business by inconvenient flight scheduling), travel agents recommendations, costs, frequent-flyer club membership, the airline's reputation for food, service, and in-flight comfort and so on.

What the survey showed, in short, was that what the average traveller, and particularly the business traveller, wants most of all in order of importance is convenience of departure/arrival times and good service on board, including the quality of seating (especially important on long-haul flights but less important on short flights). Low fares are not given as a prime reason for flying with a particular airline (largely because for the average business passenger the current regulations governing fares structures mean that although competitive in other ways the airlines are obliged to charge comparable fares); and that personal recommendation from colleagues and friends counts for a great deal in choice of airline, with travel agents' recommendations playing a less important role.

For all that his fare is substantially higher, the average business traveller gets modest enough benefits from the airline (he gets the benefit of flexibility, the ability to change travel plans at will, moving from one airline to another to suit his own convenience).

For the rest, the fringe benefits, such as advanced seat selection, executive lounges, and free limousine travel between office or home and the airport, while more than welcome in creating a more comfortable ambience in which to travel, are of lesser importance to most business travellers, although those who have sampled them would probably admit that now they would not like to be denied such frills.

As a result of this increased volubility, together with the airlines' own recognition of their direct value to the revenue inflow, airlines are paying more attention to business travellers. On short haul routes in Europe, some airlines (notably Lufthansa and Iberia) have already gone so far as to increase the seat pitches to give more leg room to the business travellers, in addition to improving the overall quality of in-flight services.

That move has already obliged British Airways to admit that it is studying its own Club Class concept, and may well decide to improve them before many more months are out. It is also studying improvements to its long-haul business class Super Club services, with improvements also likely to be on the way.

While in Europe BA's Club Class makes money for the airline, there have been signs that the "brand loyalty" of many UK business travellers is now being strained by the improving

quality of service on other airlines—especially the increased leg room, which makes BA's cramped three-abreast style of seating, especially in its Boeing 737s, increasingly unacceptable to many business travellers. While other elements of service to business travellers are improving, such as the standards of courtesy shown to passengers on board (something that on many short and long-haul airlines is long overdue), it is this overall standard of comfort and convenience that probably matters most to the business traveller, although any airline that ignores the other elements of higher quality of service does so at its peril.

For what the European Data & Research survey showed, as have other surveys over the recent past conducted by airlines themselves and other organisations such as aviation journals, is that business travellers are showing a greater tendency to shop around for their flights.

As part of this changing attitude, the business traveller is also questioning the level of fares he has to pay.

A recent study by the International Foundation of Airline Passengers' Associations, based in Geneva, showed that many business travellers really thought the current discrepancies between their own and the cheap discount rates to be unfair, and that in many cases the

higher quality of service they got was not sufficient to justify that gap.

Accordingly the IFAPA commissioned Mr Hugh Welburn, the inventor of the Advanced Purchase Excursion or Apex fare, to design a "Business Passengers' Extra Option" or "BPEX" fare.

This is deliberately designed initially for European business travellers who are willing to adapt their requirements in return for lower prices. It broadens the range of choice available for those who can make firm arrangements a few days in advance, who do not always need to travel at times of peak demand and who do not necessarily require the services of more than one airline to be included within one ticket.

In return for avoiding the costs of product features which they do not require, such as last minute changes of reservations and itineraries in spite of the proliferation of electronic office communication systems, the air taxi operators have begun to flourish.

The growth has helped sharpen the focus of the UK Government on to the needs of the business traveller and business aviation. Mr Michael Spicer, the minister for aviation this spring emphasised the growing opportunities for business aviation to serve London from local airfields around the capital.

He told the Air Transport

## Air Charter

## Brighter future for air taxis

THE BUSINESS traveller has access to more air charter and air taxi services than ever before and is using these services more often, more regularly and with greater confidence.

The use of air taxis and air charter services has been routine in the US for several decades. Business travellers there no longer need much encouragement to use light aircraft as regularly and with as little fuss as they use taxis on the ground.

In Europe, where distances are not as great as in the US and where the high cost of scheduled air services is a brake on the free growth of air travel, the development of air taxi and air charter services until quite recently has been at a more modest rate. With the emergence of healthy economies in much of Europe and the continuing need for face-to-face meetings in spite of the proliferation of electronic office communication systems, the air taxi operators have begun to flourish.

The growth has helped sharpen the focus of the UK Government on to the needs of the business traveller and business aviation. Mr Michael Spicer, the minister for aviation this spring emphasised the growing opportunities for business aviation to serve London from local airfields around the capital.

He told the Air Transport Operators' Association (formerly the Air Taxi Operators' Association) that he was convinced that the Government should not create a single specialist business aviation airfield to serve London.

"Business activity is not concentrated in any one particular part of the city or its surrounding catchment areas. It is a matter of good fortune that we have a ring of airfields around the capital catering for differing geographical sectors with overall capacity to spare," Mr Spicer said.

He urged the business aviation industry and users to capitalise on these assets and suggested that the variety of airports could encourage competition among operators.

The new arrangements for simpler and more rapid clearance of British and other European Community nationals embarking in the UK, announced by the Home Secretary in April, were also applied to business travellers under the business users concession, with effect from April 13.

This provides for UK and other European Community nationals on business flights not being required to have their passports checked each and every time they leave the country," Mr Spicer said.

The Government confirmed the policy of successive governments of giving priority to commercial airlines over business

aviation at Heathrow and Gatwick airports. The policy was first announced in a Government white paper in 1978 and was confirmed in another white paper in 1985. The aim was to make the most effective use of scarce runway capacity at the airports.

The Civil Aviation Authority had hoped that business aviation would be banned entirely during the peak periods at the airports, but the Government ruled against such a blanket ban.

Instead the Government laid down rules which provided for business aviation, the air taxis and small air charter aircraft, to continue to use Heathrow and Gatwick during peak periods at the airports, provided the users obtained the permission of the airport operators.

The rules do provide for some restrictions on general and business aviation and on all-cargo air services, but the airport authorities are able to offer exemptions from the restrictions at their own discretion.

Nevertheless, Heathrow and Gatwick are going to become progressively more difficult for business aviation operators and their business travel customers. This is because the pressure on runway capacity and terminal space is almost bound to continue to increase, as growth in international and domestic air travel continues.

business aviation operators to seek out and develop the smaller airfields, often with limited facilities at the moment, but with potential for development.

The Government has already secured additional permanent facilities in the south east for business aviation. There are enclaves for civil aviation use at the Royal Aircraft Establishment at Farnborough, Hampshire, owned by the Ministry of Defence and at Royal Air Force Northolt, Middlesex.

The commercial contract for the civil enclave at Farnborough where the 1985 White Paper forecast a potential of up to 25,000 business aviation movements each year has already been let. This total, if realised, would be over 80 per cent of the total business aviation movements currently recorded at Heathrow and Gatwick combined.

The Government does not believe there is the same potential for a civil enclave for the development of business aviation at Northolt, although proposals for this are gaining momentum.

At the same time, the business aviation industry has expressed its concern that inadequate customs provision at the smaller airfields is inhibiting the growth of business aviation.

Lynton McLain



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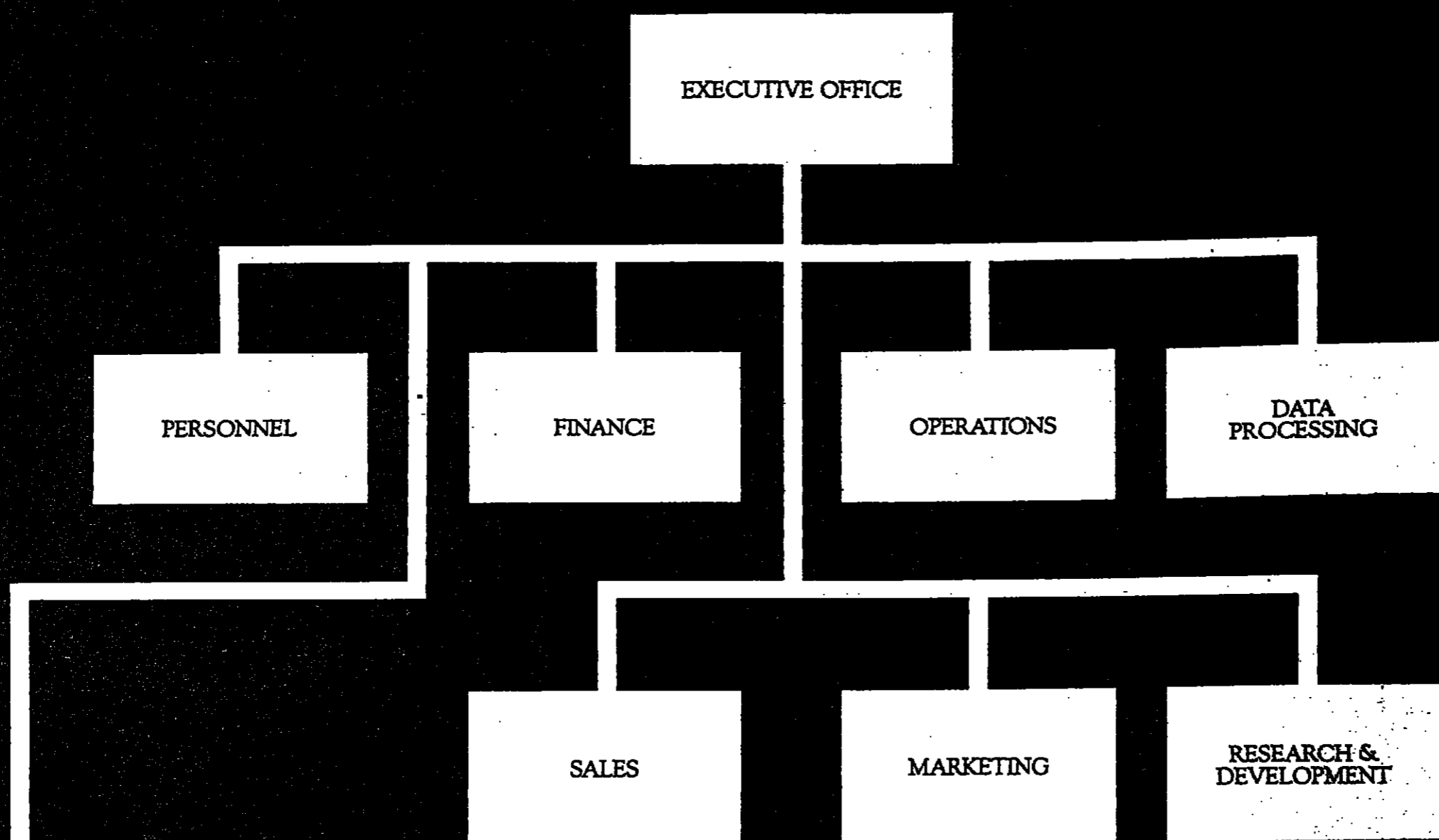
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## BUSINESS TRAVEL 5



First class travel by InterCity

### Rail

## Packaging the executive

TO THE business traveller, railways mean InterCity, British Rail's flagship express service, which celebrates its 21st birthday this year.

The celebrations have been noisy, and the publicity self-confident—but the fashionable nostalgia has not been allowed to obscure a growing concern for quality.

InterCity was born in 1966, when electrification transformed the route between London, Liverpool and Manchester—though the name was used in its hyped-up form 10 years earlier to describe a steam hauled express.

Steam traction has since disappeared from the network, which is now split between electric and diesel hauled services—but development has been neither smooth nor uniform.

Electrification reached Glasgow in 1974, but then petered out in the spending cuts of the early 1970s, and is only now being extended to Edinburgh in a £200m project on the East Coast main line.

This service has now reached Norwich, and will reach the Scottish capital by 1991, cutting journey times by up to half an hour.

British Rail achieved a major success in the express travel field with the development of the distinctive high speed train, marketed as the InterCity 125, which is still the fastest diesel hauled train in the world.

It suffered a major setback, however, with the demise of the Advanced Passenger Train (APT) in a blaze of bad publicity about faulty tilting mechanisms and sick passengers.

There have been no further attempts to produce a technological breakthrough in rail-

ing stock, and hence nothing to match the super fast trains operating on special track in France.

The next generation of electric locomotives, called the Electra class, is under construction, however, and will be capable of operating up to 140 mph, though the number of areas where track conditions will permit maximum speeds is limited.

A fleet of new coaches is also being designed to improve the environment and ride characteristics for passengers.

Like the rest of British Rail, InterCity is forced to make the best possible use of its assets, and this sometimes leads to claims that trains are run with too few coaches to accommodate the number of passengers wishing to travel.

BR regard these claims as unfair—it says the number of coaches rarely varies on a given route, so that if passengers travel on overcrowded trains it must be because they consider it is still the cheapest or most convenient way to travel.

InterCity has a serious problem to overcome—the sector had an operating loss of £117.2m in 1985-86 on gross income of £613.4m, and is required by the Government to go into profit—defined as a return of 2.7 per cent on assets employed—by 1990.

With targets like that, it is no surprise that the sector's 100 electric locomotives and 91 HSTs have to do a lot more work to earn their keep than the rolling stock of other world railways.

Many HSTs clock up more than 1,000 miles a day, and all achieve a minimum of 220,000 miles a year. By way of comparison, this is three times the

mileage rate of express locomotives in the steam age.

The received wisdom within British Rail is that InterCity services are competitive with air travel for journeys of less than 300 miles.

First-class business passengers require convenience, comfort, quality and reliability, and InterCity's pricing and marketing strategies are designed to stress the advantages the train can offer in each of these categories.

The best example is the Executive ticket, which includes free car parking, seat reservations and meal vouchers in one easily purchased pack.

Another example is the accent on air conditioning and improved quality seats in InterCity advertising.

But probably the most important breakthrough in this field is the introduction of the Cuisine 2,000 catering cars, now being introduced at the rate of one a week on trains to and from Euston.

For the first time, food is being prepared in central kitchens and delivered fresh to trains every day. This introduces the flexibility to serve a greater variety of dishes—including those with sauces, and those requiring a long cooking time.

InterCity says the old limitations on time and space in travelling restaurant cars have disappeared. The chef now simply finishes off the cooking process, and stewards return the dirty crockery to the central kitchens—leaving more time to look after the customers.

This means more use of trolleys to deliver refreshments to passengers in their seats—avoiding the trek to the buffet car. New ideas are also being

tried, such as the City Bistro on the London to West Midlands trains, where menus offer pasta dishes and curries, as well as more traditional steaks.

Regional food, new dishes in the buffet, freshly produced fare and a new way of presenting food is becoming the norm. The sausage roll, pork pie, curly sandwich and slab of fruit cake which so epitomised the old order have been swept away, replaced by a new range of freshly prepared, high quality products, InterCity claims.

There are no figures for Cuisine 2,000 as yet. But the new system will be doing well if it performs as well as InterCity's revamped sandwiches, which have more than doubled sales in the last 12 months.

The new-style hot bacon roll has also gone down exceptionally well—sales are expected to reach 1.5m in 1987, compared to 300,000 annual sales of the toasted sandwiches they replaced.

On several major routes, however, the reintroduction of the Pullman class in 1985 is probably the single most important factor in the calculations of businessmen deciding whether to let the train take the strain.

Pullman has revived standards of passenger comfort in first class compartments which most people thought had died with the steam age.

Five InterCity Pullman services operate at present—between London and Manchester, Liverpool, Newcastle, Leeds and Blackpool, Sheffield and Birmingham will join the Pullman network on May 11.

For £10, passengers can also join the Pullman Club, which entitles members to use luxury lounges at King's Cross, Euston, Leeds, Newcastle and Edinburgh (even though the service does not yet extend across the border).

Most Pullman lounges also feature Rendezvous Rooms offering a business meeting facility for up to 10 people.

Pullman is the cutting edge of BR's strategy for attracting the first-class business passenger market, estimated at more than £70m a year.

InterCity is also concerned to capture the growing market for second class business travel, however, which is thought to be worth in excess of £100m a year.

A number of companies and institutions, some quite large, will now allow their staff to travel only second-class, and many will have a choice between the train and collecting a mileage payment for driving their own car.

This is a market InterCity has pursued vigorously, though nothing has yet come of plans to cater for it by creating an intermediate class between first and second.

Kevin Brown

A YEAR ago the UK car rental business was one of the sectors becoming extremely worried by the slump in travellers to the UK from North America because of fears of terrorism in Europe. One car rental company, for example, recalls a particularly bad day at Heathrow when none of the Americans who had pre-booked a car turned up to collect it.

Yet as it turned out, the market from North America recovered more quickly than expected, and the business traveller was the quickest to return. But the damage done by the fall off in visitors in the early part of the year was enough, according to recent estimates, to leave the overall market growth in the UK last year at under 10 per cent.

Total spending on UK vehicle rentals was estimated at some £400m last year, of which about £300m came from car rental with the rest coming from van and truck hire.

About six out of every 10 renters of cars, moreover, were estimated to be business users—emphasising the importance of the business traveller to the rental market.

For most business travellers, the choice of which rental company to hire the car from is a combination of several factors. Price is clearly a factor but not the most important. What is important, however, is the level of convenience and service that a business traveller can expect.

After a delayed flight and the hassles of customs and baggage delays, most businessmen arriving at an airport simply want to pick up a car with the minimum of fuss.

Not every executive, of course, has the complete freedom to choose which rental agency to use—since that often depends on deals already negotiated with his or her company. But it is perhaps a sign of the importance of the business traveller pays to convenience that he or she is willing to huck the system if it means getting hold of a rental car more easily.

The car rental companies' own research has shown that convenience and service are the key factors. Renters' priorities include, for example, a rapid reservations service, with inter-branch links if appropriate. They obviously want a clean car in good working order as well as arrangements such as being able to pick up the car at one location and drop it off at another, after office hours if necessary.

All the rental companies are well aware that business travellers can be fairly fickle about which rental they choose—after all, a Sierra is a Sierra from whoever it is rented—so they realise that it is essential to concentrate on convenience and service.

### Car rental

## Loyalty in the driving seat



Hertz rental cars undergoing checks and maintenance before passing to customers at Heathrow Airport

"The car rental market is becoming more and more competitive and it is the service aspect that is winning," confirms Mr John Howard, managing director of Hertz UK.

One aspect of the service offered by Hertz—which is receiving heavy television promotion at present in the commercials featuring Ronnie Corbett and Ronnie Barker—is its link up with British Airways.

Hertz has been appointed the BA preferred car rental supplier world-wide for three years and the exclusive contractor for the Super Shuttle Drive service for two years.

Under the deal, Hertz guarantees to have a car waiting at the destination airport for any passengers flying the BA Super Shuttle service from Heathrow, Manchester, Belfast, Glasgow, and Edinburgh airports.

No advance reservation is required and paperwork is completed in the departure Shuttle lounge using the Hertz booking computer which allows the business traveller to board the

Super Shuttle flight 'carrying the rental documents. On arrival at the destination airport, the customer can go direct to the Hertz car.

Apart from this deal, Hertz—which claims to be the oldest established car rental in the world—goes all out to woo the business traveller.

For example, it has introduced a customer loyalty programme which means that for every time a Hertz car is rented, bonus points are accumulated towards the free hire on holiday of a Hertz car. The accumulation of 600 points, for example, would entitle the customer to a free week's rental anytime in any of the 130 countries in which Hertz is represented.

Avis—the company which claims to "try harder" in its advertising—has also recently announced a link-up with British Midland Airways aimed at wooing the business traveller. Avis's rapid rental service will be available from the British Midland departure lounge at Heathrow and covers a number of the smaller regional airports,

such as Birmingham, East Midlands, and Leeds/Bradford. Avis has been steadily developing its portfolio of products and services aimed at making the business traveller's life easier and more efficient," claims Mr Geoff Corbett, managing director of Avis.

While Hertz and Avis are the major rental companies on a world-wide basis, the UK market is headed by two other companies—Godfrey Davis Europcar and Swan National.

Europcar, which claims to be the UK's oldest car rental company, operates a rental fleet of over 10,000 vehicles, encompassing 67 different models. It offers rental facilities at over 280 locations, including on-site offices at more than 80 InterCity railway stations and at 35 UK airports.

The Rail Drive service, for example, enables long-distance travellers to cover the greater part of their journey by train and to have a car waiting for them on arrival.

Mr David Hardman, managing director of Godfrey Davis Europcar, points out that "Europcar now holds preferential rental contracts with over 3,500 British businesses—organisations including Marks and Spencer, British Gas, Thorn EMI and British Aerospace."

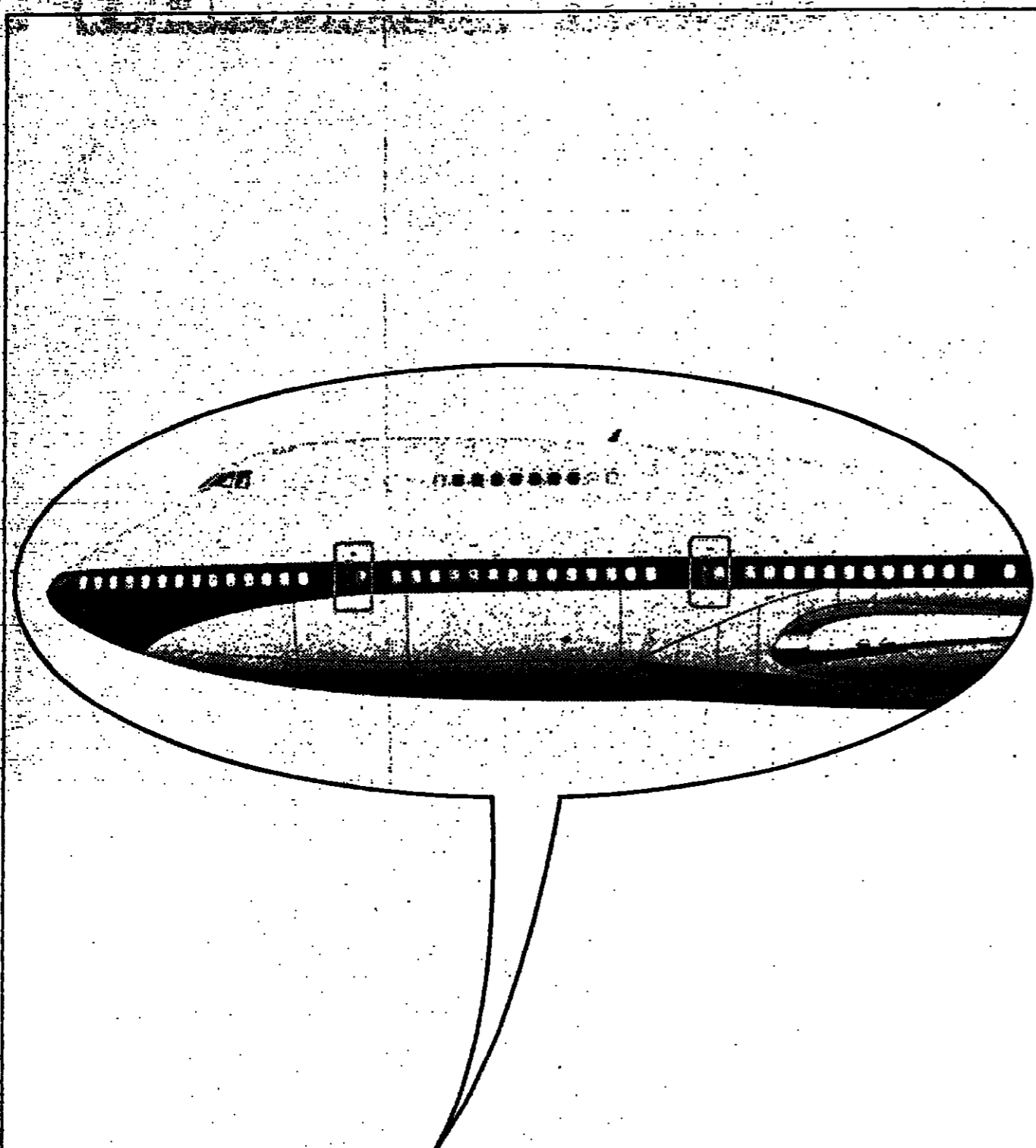
Swan National, a subsidiary of the Trustee Savings Bank, has a fleet of some 8,000 vehicles and over 100 branches in the UK. The company estimates that about 80 per cent of its business is from the business traveller.

Mr Tony Grimshaw, managing director, points out that only one in five companies approach their car rental needs in a systematic way. Many companies instruct employees to rent a car when necessary—"a very costly way of purchasing car rental."

He says that "once a company is made aware of the benefits to be gained from a favoured rental supplier, then it is to their advantage to open an account with one of the national car rental firms."

The smaller rental companies in the UK include Budget, Kenning, and Guy Salmon car rentals. Guy Salmon has just been acquired by the Mercantile Credit Company, owned by Barclays Bank, and is planning an ambitious expansion programme aimed at the business traveller.

Apart from the normal rental services, Guy Salmon also offers a chauffeur-driven limousine service. A chauffeur-driven limousine, for example, costs £135 a day. More than half of users of the chauffeur service are businessmen who are seeking the service and convenience of being driven in luxury while they work in the back seat.



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## Travelling wives

## Wooing the spouses

THE EXCUSES are getting weaker. In the old days the businessman was packing his bags for a foreign trip to the accompaniment of his wife querying "why can't I come, too," could fob her off with the horrors of extra travelling and accommodation costs, and the tedium of being left on her own all day in foreign parts. Now the travel industry is coming to the aid of abandoned wives—and husbands married to a globe-trotting female executive.

Virgin was quick off the mark to offer a free economy ticket to the US for anyone buying into its first class cabin. Being a street-wise airline it suggested that a businessman might like to take his secretary along on the complementary seat but it was broad-minded enough to allow wives to travel, for once, in the guise of secretaries. Indeed, for all the formality of the language in some special "spouse" offers, no close examination of marriage certificates is made, although wives are the ideal restful companions on important business trips.

The trans-Atlantic airlines tend to offer discount tickets for travelling companions according to the time of year—one or other of them is usually promoting such an incentive in off-peak time, and a good travel agent should be able to advise. Travelling across North Amer-

ica can invariably produce a cheap, or free, extra flight, so competitive are the local airlines there.

Europe is still locked in an airline cartel but when new carriers squeeze in there are, inevitably, benefits for users. Transavia, which gained access to Amsterdam last winter, has a special Spouse Fare—a 50 per cent discount on the £28 single first class charge, or the £58 economy. And just to prove that national carriers can put filling aircraft above fixed price Iberia is offering a third off for a travelling companion to anyone booking one of its low cost Moneysavers to 13 cities in Spain until June 25.

Unfortunately businessmen this month are more likely to be flying to Frankfurt or Zurich rather than Malaga or Alicante, more's the pity for their spouses. But even if you cannot get a discounted fare for your partner there are other avenues to explore. You can often save considerable sums by taking a package. This is particularly true on journeys to the Far East, where there is a surplus of hotel accommodation.

For example, Oriental Magic has been mounting a "No need to travel alone to the Orient" promotion which provides two return economy tickets, plus accommodation in the Far East, for less than the cost of one

business class ticket. It is a real test of love—giving up the spaciousness of life in the front of the aircraft, and the graciousness of oriental women, to enjoy the company of your spouse.

The Far East has another great attraction for travelling doubles—hotels charge by the room rather than by the person. Indeed in many cases it is cheaper to share a room than to go solo—the hotel managers rejoice in the fact that your spouse will be eating expensive hotel food and drink expensive hotel beverages. Wives have a weakness for room service.

With luxury hotels in big financial centres like Singapore indulging in an orgy of competitive price cutting there has never been a better time to fulfil all those promises of "you can come on the next trip." On the other hand any savings on flight and accommodation are expected to be swallowed up in the shopping palaces of Hong Kong and Singapore.

You will rarely have to pay more to accommodate your spouse abroad. The UK is virtually alone in charging according to the number of occupants rather than by the room, thus turning away both custom and profit. In the US, your hotel room is your residence while you pay for it and you can pile as many spouses in as you like.

There are signs that British

hotels are waking up to the marketing possibilities, and tempting businessmen to add week-end breaks to their working week, with discounted rooms and incentives for bringing a partner. Ladbroke Hotels gives its Club Card holders free mid week accommodation for spouses, as well as 20 per cent off on weekend breaks. Its flagship hotel, the Royal Berkshire at Ascot, offers spouses luxury rooms at £20 a night. Best-Western, and other leading hotel chains, promote equally attractive packages, with the best deals aimed at their regular, card-carrying, customers.

Most businessmen, and businesswomen, are well aware that their mates have an exaggerated view of the pleasures of foreign travel. Taking them on the next trip to Lagos or Riyadh might keep them quiet for years. Stuck in hotel rooms, horrified by the prices in the shops, forced to talk to the wives of business contacts with minimal English, and conscious that if they were not there the spouse would be having (however unlikely it may seem) more fun—to be the appendage of a worker is a dismal prospect. It is a high price to pay to be part of Mrs Evadne Currie's drive to ensure that British entrepreneurs don't catch AIDS by going foot loose into the world.

As in most cases there is a middle way. More and more companies now pay for a spouse to go with their working partner on the occasional trip abroad. It leads to domestic peace and can produce better profits—to have an accomplice in an alien climate improves confidence. Often more family oriented foreign businessmen melt on the sight of the English businessman's wife. By astute use of special offers, it need not cost any more, especially when the saving on gifts is taken into account.

Looking around a business class, or more frequently an economy class, cabin on a late flight back from some dismal foreign city the British merchant venturers do not look like happy free booters, satiated with memories. Invariably they look like men and women who just want to get home.

Not for them the pleasures of the Royal Suite at the New Otani hotel in Tokyo, with its special door hidden into the wardrobe which provides a discreet exit for transient companions. For most business travellers foreign travel is hanging around airports, hanging around offices, hanging around restaurants, and hanging around bedrooms—and wondering what's happening back at the ranch.

Anthony Thorncroft



Lady Crest Executive bedroom in the Crest Hotel, Glasgow

## Women executives

## Hotels stress security

EVERY WOMAN, Virginia Woolf pointed out, needs a room of her own. That much is clear. But when it comes to the growing band of women business travellers, the question being asked increasingly is just what kind of room she requires.

An apparently frivolous preoccupation with pastels, chintz, room fragrances, and vanity lighting has been exercising the minds of some of the world's largest hotel groups, anxious to attract this growing market.

The importance of the female factor in business travel is undeniable. Less than a decade ago the proportion of women among business travellers in Europe, including the UK, was 4 per cent. By last year the figure had risen to 30 per cent. In the US, the percentage is even higher and the New York Times has predicted that by the year 2000 women will be responsible for nearly half of all business trips. The famous brand loyalty of women has also made them a particularly attractive target to marketing specialists.

Awareness of their growing importance has led to changes more fundamental than a cosmetic tinkering with the decor of hotel rooms. The horror stories that were legion among women pioneers of business travel in the dark days of the early 1970s have, thankfully, declined.

Penny Simpson, now British representative of the Ramada chain with 800 hotels worldwide, recalls one particularly unpleasant incident when she was working as a conference organiser. Her 40 delegates were ensconced upstairs in the conference suite of a large London hotel when she went down to the foyer to check administrative details.

When she went to the lift to return to the suite she was unceremoniously asked to leave. Hotel staff had mistaken her for "a lady of the night." She remembers indignantly: "I had to go through the ignominy of telephoning to the conference that I'd organised and asking them to vouch for me."

This would be unlikely to happen today in the major cities of the world, says Penny Simpson. "But outside the capital there is still room for improvement." A report by the Automobile Association as recently as 1985 observed an insensitivity to the needs of the woman business traveller, especially where it came to service in public rooms.

There was a tendency to seat the single woman dining alone out of sight behind pillars or tucked away in a gloomy corner as if her presence were an embarrassment.

Consciousness has been raised since then and although women travelling alone still tend to opt for room service rather than brave prying eyes in restaurants and bars, those of a more courageous disposition will find a discreet and respectful welcome from the staff. At least, of the more enlightened hotel group.

But the unwitting slights do continue in some hotels. "When you're with a male colleague, they always assume he's your boss or your boyfriend. And you're probably the boss!" says Penny Simpson. There is some justice in the fact that she now organises the British end of Ramada's Travelling Businesswoman Programme, which involves training in "staff awareness."

Ramada has rejected the chintz principle and operates instead on the basis that women want "equal treatment rather than special treatment."

Market research has shown that security is of paramount interest to the women business traveller and, accordingly, Ramada emphasises its locking devices, peep-holes and 24-hour security. Staff are trained in "room key privacy," which means they pass the key discreetly to guests and do not loudly announce the room number. Nor do they disclose room numbers to telephone callers.

But these precautions are universal: they apply as much to male guests as to female guests. Similarly, restaurant staff are taught that "if the lady made the booking, she probably wants to choose the wine. She also probably wants to taste the wine—and to pay the bill," says Penny Simpson.

Crest, with 45 hotels in the UK and 34 in the rest of Europe, encourages a similar approach by restaurant staff. Company public relations representative Susan Dean said: "We try to make the woman business traveller at ease in the dining room, not stick her out of the way."

Security is also stressed and for an additional £10 or so a night, guests can stay in special. Lady Crest rooms with a spy hole and a chain as well as pastel coloured walls and carpets, hairdryers, make-up mirrors, sachets of body lotion, extra large towels, towelling bath robes, skirt hangers, bathroom scales, a basket of fruit, a soft drink tray and a bowl of fragrant petals. The rooms smell nice and the decor is very relaxing. They're very popular," says Susan Dean. Ladbroke's Dragonara Hotel in Leeds has a women-only floor in pretty, muted shades.

One frequent female traveller who would not take up the special treatment option is Christina Smith, owner of a £1m-plus shop, restaurant and property business in Covent Garden. Pastels and pot pourris are not her style, although she does appreciate an awareness among restaurant staff of the special needs of single people dining alone.

"You don't seat single people in Siberia, out of the way. The ideal place is in the centre where they can see what's happening but they aren't exposed to people coming into the restaurant and seeing them as single people."

Christina Smith, who has visited China more than 30 times, even expresses the minority view that business travel can be easier for women than for men. "In the early days when I visited China it was a positive advantage. There was an awful time when guests were enconced in their rooms and hotel staff would bring in another guest saying 'I hope you won't mind sharing your room. Because I was a woman that didn't happen.'"

She also believes that women are better equipped emotionally for life on the road. "Women can live on their own more easily, they're less lonely and they don't feel the necessity to go out on the town."

But the experience of both Crest and Ladbroke testify to an enthusiasm for the "gentle touch" in the fabric of their hotels. Repeat bookings are common. "They're very feminine looking rooms," says Susan Dean of Lady Crest. "And they're very popular."

Indeed the extent of their popularity has taken Crest by surprise. "We've got quite a few men who like to stay in Lady Crest Rooms," she says.

Annalina McAfee

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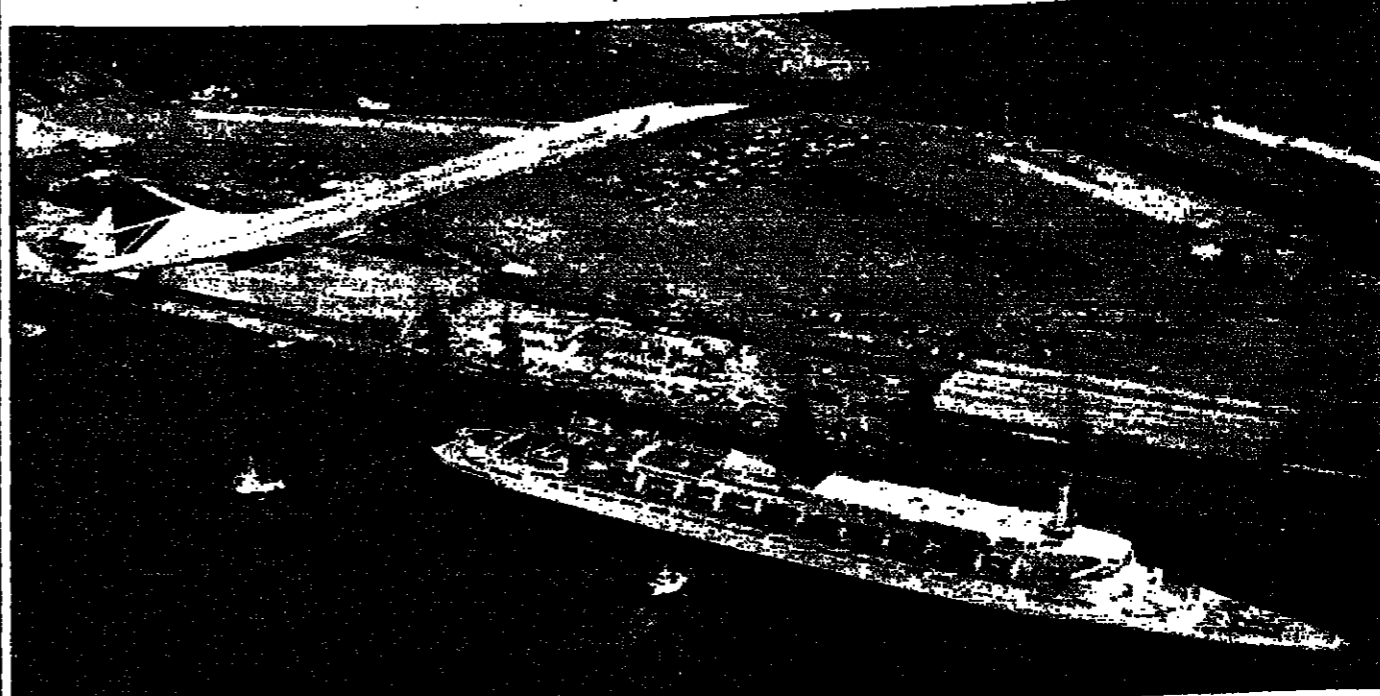


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### Incentive travel

## Rewards of corporate life

CLASSIC HOLIDAYS is a new up-market weekend break holiday package launched earlier this year by Travelscene, part of the Mecca Leisure Group, to capture the fast-growing individual business incentive market. Its emergence is typical of the efforts now being made by the UK travel trade to promote incentive trips since these offer greater added value for the operator than the usual mass-package holiday market.

"We are finding that many more companies are seeking a different and more professional approach to the holiday incentive market," points out Ms Jo Olliver, marketing director for Classic Holidays.

"Increasingly these companies do not only want an incentive package that involves over 50 or so couples all travelling together but are looking for the one off 'special' prize," she adds.

Moreover, the strain of corporate life—especially in financial circles post Big Bang—has led to more incentives being aimed at weekend breaks only, since this is the maximum time many managers feel they can spend away from the office.

Classic approach is to choose top hotels—such as the George V in Paris or the newly-refurbished Grand in Florence—and build a tailor-made package for each incentive trip. Such packages, therefore, normally include Club Class flights, chauffeur-driven transfers from the airport, and champagne and flowers waiting on arrival.

As part of Travelscene, Classic is able to negotiate favourable hotel and air rates. "This provides our clients with an up-market incentive product that is unlikely to be arranged cheaper either in-house or by alternative incentive operators," points out Ms Olliver.

Companies that have already taken advantage of such Classic packages include those in the car, pharmaceutical, and retail industries.

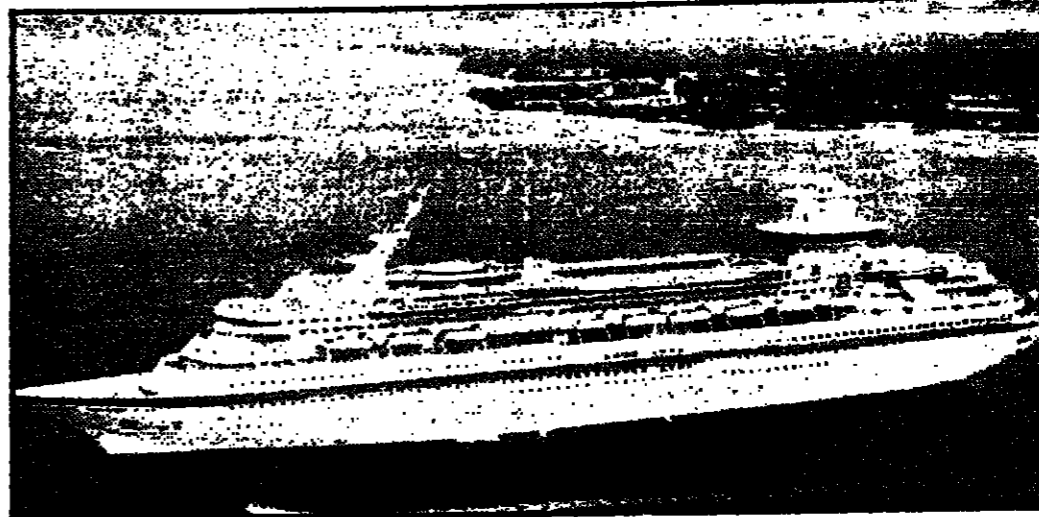
While Classic Holidays are at the luxury end of the incentive market, the growth in incentive travel overall has been rapid in recent years. "While some areas of the tourism and travel industry have had to face difficult times, often through overzealous price cutting to the consumer, incentive travel has appeared on the scene to offer regular custom and to be laden with fat profits," points out a recent report in *Travel and Tourism Analyst*, published by the Economist Intelligence Unit.

"Yet the incentive travel concept remains widely misunderstood by both actual and potential users as well as those who do and could supply certain elements of the final product," it adds.

The exact size of the incentive travel business coming from UK companies is hard to define, but most researchers suggest that about £200m was spent by companies in this way last year.

Research has also indicated that about a third of the top 1,000 UK companies had used some form of conference or incentive travel in recent years.

Among those that had used incentive travel, nearly three-quarters of such companies used it to motivate their own sales forces while half also used



Sovereign of the Seas is expected to be in service for the Royal Caribbean cruise line in 1988

travel as an incentive for dealers.

Mr Edwin Ackers, managing director of Compass Travel which was split off from the Thomas Cook group some 18 months ago to concentrate on incentive and conference travel, reports that revenue has increased by about 50 per cent over the past year. "Even for the industry as a whole, increased revenue over the past 12 months is in the region of 25 per cent," he says.

"Companies have realised just how important motivational travel and overseas conference meetings are to increasing their image against competitors and in terms of promoting loyalty and teamwork among the workforce," he adds.

Mr David Arscott, chairman of the British Association of Hotel Representatives and sales director for the New Otani Pacific hotel chain, also points out that "incentive travel is the one single growth area in the hotel industry—whether it be for the weekend packages or for arrangements costing up to £3,000 per person per week."

The key factors influencing the choice of a conference or incentive travel destination appear to be the hotel facilities, price and the time taken to reach the destination. Gambling facilities, for example, are of little interest to UK incentive trippers, although in the US this is considered a major factor in choosing a travel location.

The most popular destinations for incentive and conference trips vary considerably, according to factors such as budget, purpose of trip, and the tastes of the target audience.

Short-haul destinations in Europe are still the favourite, accounting for eight out of every 10 of all trips according to a survey by the specialist magazine *Promotions and Incentives*. Paris is the most popular destination, making France the top country overall for incentive trips.

While short-haul is popular because of the shorter travel time taken—and the lower costs involved—there is also a clear trend towards long-haul destinations. This is a consequence of factors such as guaranteed sun in the spring and autumn, when most incentive trips take place.

The Caribbean, in particular, has become especially popular for incentives. "Our incentive

business has taken off dramatically as a result of an aggressive marketing campaign over the last two years," says Ms Jennifer Brown, UK manager of the Royal Caribbean cruise line.

Demand for cruising is so great that a new liner for Royal Caribbean, called *Sovereign of the Seas*, is currently under construction in France. "Although *Sovereign of the Seas* does not sail on its maiden voyage until next January, some 4,000 incentive passengers have already been booked on the ship," adds Ms Brown.

The Caribbean is an increasingly popular destination for British companies, because of the sunshine and relaxed lifestyle. The Heywoods hotel and leisure complex in Barbados, for example, is especially favoured by British companies because of the range of facilities, especially for conferences. Heywoods is operated by Copthorne Hotels, part of the British Caledonian group.

Cruising in general is traditionally a favourite form of holiday for the British and therefore is becoming more popular for incentives. Mr Colin Cooper,

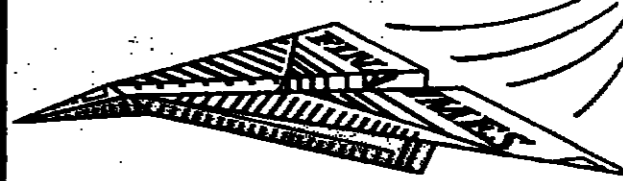
incentive manager for Princess Voyages, part of the P & O group, says that "some 15 per cent of all our cruising berths now carry incentive passengers."

One new trend in incentive travel is the shorter time-scale demanded by companies. Mr David Hackett, chairman of The Travel Organisation, specialist incentive organisers, points out that "in the past projects typically had lead times of more than 12 months. Now projects are often planned within six months, partly in response to specific short-term goals and also to achieve the best value from 'opportunistic purchasing' of special deals," he says.

A key point to bear in mind when organising a conference or travel trip is the potential tax implications, since in theory everything an employee receives as a result of employment is liable for UK taxation. The Inland Revenue, to help companies deal with this problem in advance, has set up a special unit to advise prudent companies on what the tax liabilities could be.

David Churchill

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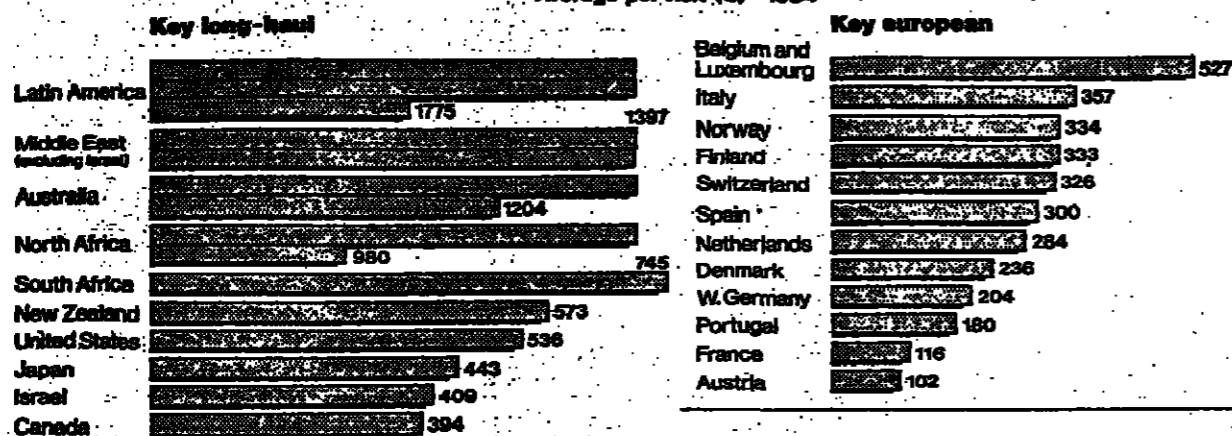
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## Overseas conference visitor expenditure

Average per visit (£) - 1984



Source: Business Travel

## Conferences and Exhibitions

## London attracts big spenders

CONFERENCES AND exhibitions are, for many business travellers, one of the main reasons for their journeys.

Surveys have shown, for example, that about one in every five international business travellers is travelling to attend a conference or exhibition. Within the UK, business travel to conferences and exhibitions is harder to calculate but clearly is an important part of the business travel industry.

This reflects the increased popularity of conferences and exhibitions in the 1980s as a major marketing tool—a means of communicating a message to a target audience, be they a company's own employees or a world-wide convention of professionals.

The exact size of the market is open to different interpretations. The amount spent on exhibitions in 1985, for example, is calculated at £12m. A 1982 study of exhibition facilities in London, moreover, puts the figure for expenditure on trade fairs and exhibitions at more than £500m.

However, the International Passenger Survey recorded that overseas business travellers in 1985 spent some £74m on exhibitions in the UK, although acknowledging that this was sharply up on the 1983 total of £44m.

The British Tourist Authority's business travel department has recently calculated that revenue from British and foreign exhibitors could well exceed £1bn by 1990, with overseas exhibitors and visitors generating up to £200m.

Expenditure on conferences is far less precise, since it is difficult to calculate exactly what to include. There are, for example, over 4,000 organisations in the UK which hold regular conferences, apart from commercial companies. Some estimates, therefore, put the

amount spent on UK conferences at about £900m a year—although this could well be on the conservative side. Even if precise statistics are not available to show the growth in popularity of conferences and exhibitions in the UK, there is no doubt that demand is extremely buoyant.

"So useful are seminars and small conferences that we are putting on more and more of our own," points out Ms Victoria Tomlinson, marketing manager for the Arthur Young management consultancy and accountancy firm. "It is an excellent way to provide a service to our clients on, for instance, the range of new legislation in financial areas."

Ms Wendy Griffiths, a specialist communications consultant, also points out that "business presentations are an important area of corporate communications such as sales, conferences, product launches, and press conferences." She adds that "instinctively businessmen opt for live presentations because they know that personal communication works."

Moreover, conferences are also increasingly being used as a means of internal communications. "Organisations like British Airways, ICI, Royal Mail, Ford and British Telecom have all accepted that internal communications to their own employees are at least as important as external communications," points out Mr Peter Barnes-Preece chairman of Spectrum Communications, a specialist conference production company.

"A big competitive opportunity is missed if a new product is launched or high standards of service advertised if staff are not fully informed in advance of the changes that are necessary and then trained and motivated to meet those standards," he

adds. The exhibition and conference sectors in the UK are fragmented industries with numerous small operators. There are, for example, some 600 mainly small exhibition organisers in the UK—yet most major exhibitions are organised by just 20 or so companies.

A recent survey by the British Exhibition Venues Association of exhibition organisers found that London is still the preferred location for trade or industrial exhibitions, despite the success of Birmingham's National Exhibition Centre.

Most grounds from organisers covered in the survey were about catering and the lack of adequate car-parking facilities, although these opinions were only expressed by a minority.

Mr David O'Beirne, managing director of the Cahners Exposition Group (a subsidiary of Reed International), points out that "the traditional image of exhibition organisers as 'hit and run' merchants is changing and the shows of those who earned this reputation are dying."

Moreover, he believes that "there is a lot of competition in the industry now and a shake-out is taking place; but exhibitors are increasingly demanding effective promotion and a professional approach and the industry at last seems to be reaching some kind of maturity."

Demand for UK exhibitions and conferences has also been helped by the improvement and development of facilities in London and the rest of the UK.

In London last year, for example, the new Queen Elizabeth II conference centre was opened at a cost of £46m. At Earls Court and Olympia, plans for a new £35m exhibition hall have been unveiled to be built by 1990—and this September a purpose-built conference

centre at Olympia 2 will be opened.

Wembley has also joined the move to upgrade facilities with a new £5.5m building opened earlier this year which, it claimed, "brings exhibitions out of the concrete sheds of the past and into the comfort of the 20th century."

Outside London, the industry has seen the opening of the Aberdeen Exhibition and Conference Centre and the Greater Manchester Exhibition Centre (G-MEX).

In Birmingham, where the international airport has already been developed as an important regional hub for inter-connecting flights, work has started on the £107m Birmingham International Convention Centre.

One growing trend, moreover, has been the expansion by major hotel chains of conference facilities, reflecting the demand for smaller, more flexible meetings.

Thistle Hotels, for example, has moved to capitalise on this trend by setting up "private sanctuaries" within 14 of its leading hotels for executives to hold special meetings.

These facilities, termed "Boardroom" by Thistle, have been designed to keep in with the architecture of the hotel and are planned to accommodate groups of between 15 and 20 people.

Although the UK conference and exhibition industry last year received a scare from the fears of North Americans to come to Europe because of terrorism, such concern is now seen as only a minor "hiccup" to the sector's continued growth into the late 1980s and beyond.

David Churchill

BRITAIN'S PROVINCIAL cities, many of which have suffered big reductions in their industrial bases during recent years, all regard business travel as a vital economic growth point.

Cities throughout the country have launched marketing drives, and in many cases established special departments, to sell their rival attractions to the business traveller in a strongly competitive national and international market.

Much of the income generated from business travel is associated with the conference market, and the range of smaller business meetings held outside London.

Birmingham's drive to attract the business traveller is spearheaded by its internationally famous National Exhibition Centre—one of the most extensively used exhibition complexes in Europe.

The 12m sq ft of exhibition space at the NEC, located on the outskirts of the city beside Birmingham Airport, will be increased by 20 per cent in 1989 to meet growing demand. A year later a £122m International Convention Centre will open in Birmingham City Centre. Alongside this Hyatt, a leading US conference hotel chain, is developing the luxury Hyatt Regency Hotel.

Another new hotel, the 215-room Copthorne, opened in Birmingham City Centre last month and a further six hotel projects are in the pipeline.

Birmingham Convention and Visitor Bureau calculates that business travel will be worth £250m to the area this year. It is a trade which has had a striking impact on jobs in the West Midlands—a region which suffered a severe decline in jobs when recession hit its staple engineering industry.

A study last year showed that about 70,000 jobs in the West Midlands are secured by tourism. Before the NEC opened it is estimated that this was fewer than 20,000—and possibly as low as 10,000.

Another study indicates that Birmingham is a business centre is also improving. Since 1982 there has been, according to the research, a 25 per cent increase in positive attitudes towards Birmingham.

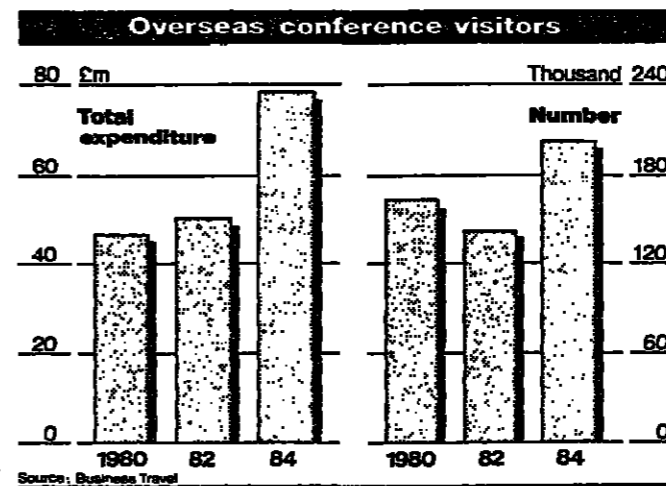
The city came top of a list of places for business meetings and conferences, and 60 per cent of those interviewed in the survey said that they had either held a meeting in the city during the previous 12 months, or intended to do so in the coming year.

But 100 miles away up the M6, Manchester is challenging hard to persuade Birmingham's conference-related business market to travel further north. The city's G-MEX centre opened last year, and officials say it is already attracting some business away from Birmingham and the big new conference and exhibition complex at Harrogate.

Much of Manchester's other

## Provincial centres

## Improving the welcome



business travel trade stems from its regional capital role in the North West. About 30 foreign banks have been established in the city during the past 10 years and it accommodates 350 international companies of varying sizes.

An important asset for the city's business travel planners is Manchester Airport, from which 38 international carriers operate.

Like Birmingham, Manchester has a major hotel building programme in progress. About 1,300 new rooms will be added to the city's hotel stock this year.

Tourist officials believe the city's location halfway between the South East and Scotland makes it a natural centre for business meetings. They also regard Manchester's distance from London as an advantage.

Birmingham, they say, is too easily visited on a day trip from the capital. Business visitors to Manchester, by contrast, tend to stay longer and invest more in the local economy.

Manchester's position as the centre of the business travel market in the North West is not unchallenged. A hotel improvement programme has also been taking place in Liverpool, and conference and exhibition facilities have been created in the city's award-winning Albert Dock development.

In Scotland, business travel and conference activities are important to the economies of the major cities of Edinburgh, Glasgow and Aberdeen and elsewhere. Hotels throughout Scotland give high priority to catering for all types of business meetings.

The Greater Glasgow Tourist Board, set up in 1983, has estab-

lished a specialist marketing unit—the Greater Glasgow Convention Bureau—which is spending £275,000 promoting the area to the conference and exhibition industry at home and overseas.

Mr Eddie Friel, chief executive of the tourist board, says that in the past conference activities in Glasgow were not organised on a corporate basis. Various organisations involved tended to operate independently and this presented a fragmented approach to the market place.

The Greater Glasgow Convention Bureau would now offer a one-stop service for conference and exhibition organisers.

"When conference organisers are considering Glasgow as a

possible location they no longer have to engage in a massive paper chase to secure the information required."

Facilities offered by the bureau include venue selection, accommodation, booking service, civic hospitality, social arrangements, tourist information and multi-lingual guides.

A survey carried out in 1985 on behalf of the Greater Glasgow Tourist Board showed that while business travel accounted for 73.7 per cent of hotel nights spent in the city, business visitors apparently came out of necessity alone. "The businessman coming to Glasgow stayed only as long as was absolutely necessary and then left by the first available means of transport, which was usually the London shuttle," says a board report on business travel.

Since then the tourist board has engaged in an extensive strategy to market some of Glasgow's attractions, in an effort to persuade visitors to stay longer and come more often. This has involved publicising the fact that Glasgow has some of the finest Victorian architecture in Europe, houses eight of Scotland's top 20 tourist attractions, and is the only British city except London to have four national arts companies—Scottish Opera, Scottish Ballet, the Scottish National Orchestra and the Scottish Theatre Company.

Equally importantly, the board has publicised Glasgow's international airport, its extensive range of hotel accommodation and its new purpose-built conference and exhibition centre and other venues.

Several major events during the coming years are set to increase Glasgow's share of the tourist market. Next year it will stage the Garden Festival. In 1990 it becomes European City of Culture and it has just been selected to stage the World Orchid Conference in 1993, in the face of competition from long-established conference cities including Frankfurt and Hanover.

Alan Pike

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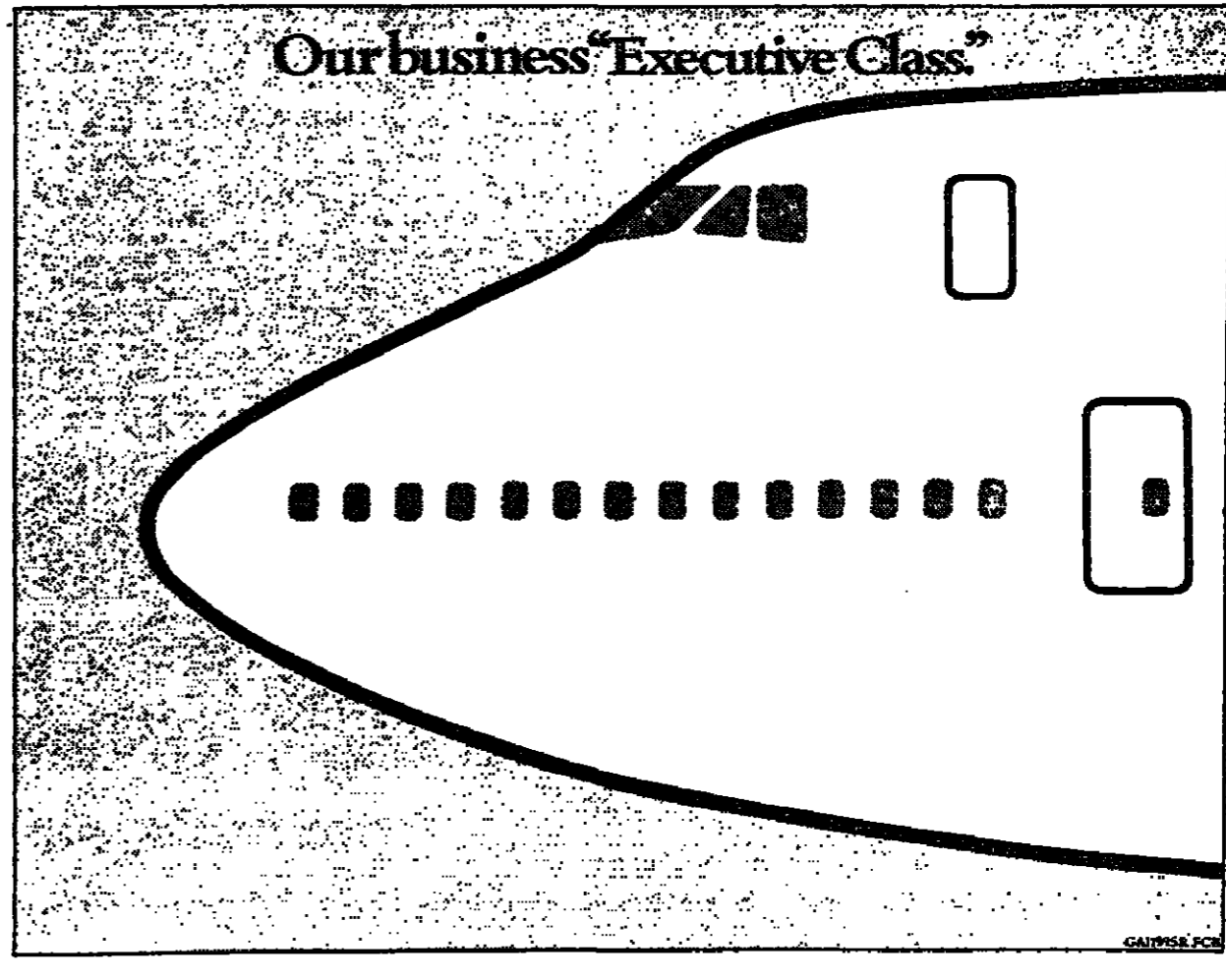
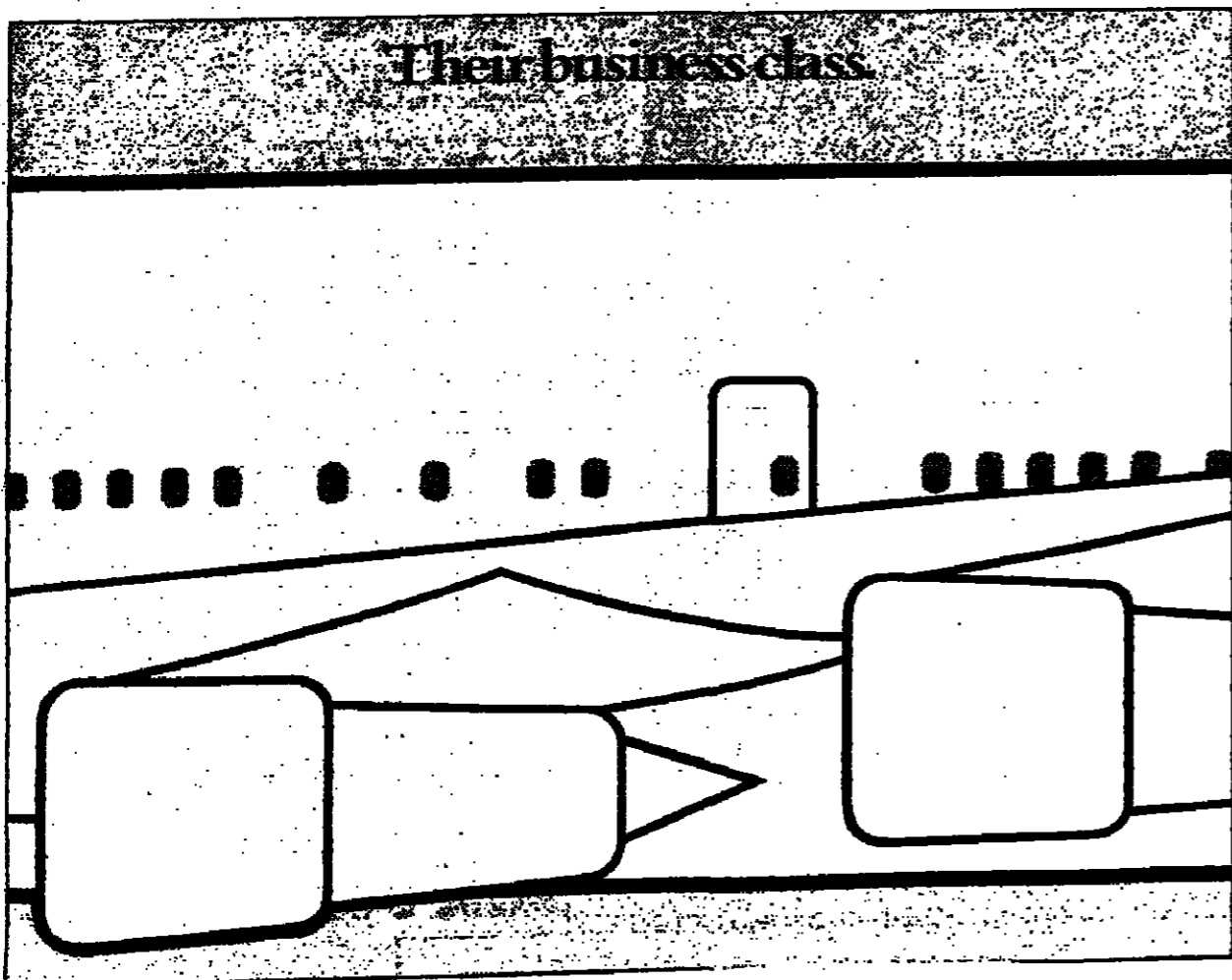
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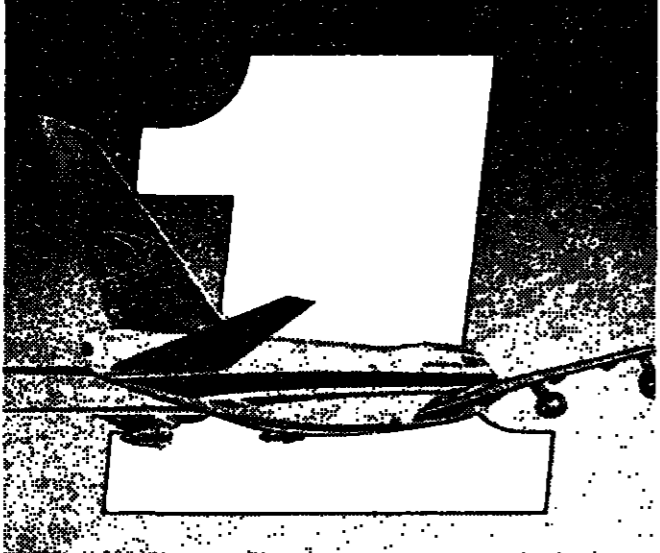


BUSINESS TRAVEL 10



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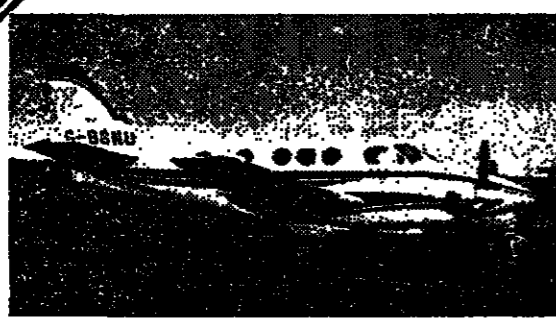
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**So many risks to be on guard against**

FREQUENT business travellers are a biased lot. Content to sink into their wider-than-average First or Business class airline seat, chauffeur-driven limousine and five-star hotel room, they believe a business briefing is all they need before arriving on foreign soil.

Wrong. If they believe this, coming back in the shade they arrived is likely to be more the result of luck than judgment. The ill-prepared traveller is likely to become a statistic, one of the 50 per cent of all international travellers who suffer health problems while abroad. Travelling is bad for your health, particularly in countries outside North America, Northern Europe, Australia and New Zealand. Insect bites can give you malaria, sleeping sickness or typhus, contaminated food or water can bring on hepatitis or if you are unfortunate enough to get bitten by an infected mosquito, you could go down with yellow fever. This is not a pleasant condition to do business in.

More common, though, diarrhoea. Four out of every 10

international travellers contract it abroad, 30 per cent of whom will be confined to bed and another 40 per cent of whom will be so badly affected travel plans will have to be rescheduled.

Then, of course, there is the hazard of sexually transmitted diseases (STDs). Coming into contact with high risk individuals, such as prostitutes, means STD often follows. Forget promiscuity if you want to guard your health and life, take up something safer, or as Mrs Edwina Currie, the UK Health Minister, advised, take your regular partner along for the ride if this is at all possible.

It is generally unwise to rely on your travel agent to advise you on health matters. They regard medical advice as the domain of a doctor, but you may find your local GP, or a small number compared with the all the tropical diseases that lurk in wait abroad.

Malaria may have struck 2,250 Britons last year but that is a small number compared with the number of GPs in Britain and other similarly-sized Euro-



Swimming pool and health complex in overseas hotel

pean countries. Doctors themselves can be innocents abroad too. There is the off-reported story of the British Medical Association conference in Cairo, when a shipload of 100 doctors were gripped by diarrhoea.

Nor is it always wise to rely too heavily on overseas medical advice. A hotel doctor could prescribe aspirin for fever and headache, not realizing you are suffering from early stages of

constraints of home, family and work, many people behave in a quite reckless, and uncharacteristic manner while abroad, exposing themselves to risks they would never dream of taking at home.

Road transport accidents are the big killers, often from driving on the wrong side of the road or, as a pedestrian, looking the wrong way when crossing a road. Where possible therefore avoid putting yourself under the pressure which lead to such mistakes.

Diseases are preventable if the business traveller takes general precautions. The mandatory vaccine requirements are not enough as they only cover half a dozen diseases: hepatitis, polio, typhoid, tetanus, rabies and cholera.

The optional vaccines recommended by immunisation centres are for personal protection and should also be taken.

The other advice proffered to travellers, "Be careful with food and water" is worth following too, but rarely is.

"It's easy to be lulled into a false sense of security by being in a five-star hotel," cautions Dr Richard Dawood, editor of Travellers' Health: How to stay healthy abroad. "The disease-ridden flies don't know it's a five-star property and that they should stay away."

Has the chef washed his hands? It may be a prestigious hotel but it is still the locals in the kitchen. Has the local been refrigerated? And how do you know that the water used to wash the salad is safe?

Disease in the poor, hot countries is very much hygiene-related and there are simple ground rules to follow. Select dishes that have been handled the least. Food that has been well boiled, has come out of a packet or from a sealed can is best, but shellfish, vegetables,

salad, fruit and rice are to be avoided at all costs.

Bottled or canned drinks bring well-known brand names are safer than quenching your thirst with water, as one budget-conscious business traveller found to his cost when he opted for hotel tap water to take an aspirin with rather than splash out the £3 for a bottle of mineral water from his minibar. The same caution should embrace ice, ice cream and yogurt.

But business travellers, it seems, do little to help themselves. "When eating on an expense account the temptation is to get your money's worth," Dawood believes. "It's a particularly British phenomenon to finish everything on your plate."

Accepting hospitality abroad is best avoided but diplomacy is needed. Outright refusal may spoil your chances of clinching the deal. Dawood suggests pleading illness first, as it's an acceptable excuse. He speaks from experience, having picked up amoebic dysentery as a result of accepting hospitality in West Africa.

One last piece of advice. It is wise to choose your travelling and business companions carefully as they may come in handy for the odd pint of blood should you need a transfusion. "Outside Western Europe, North America, Japan and Australasia, adequate facilities for screening donated blood for the AIDS virus, hepatitis, malaria and syphilis are non-existent and people are often expected to find their own donor."

Gillian Upton

Deputy Editor Business Traveller.

\* Travellers' Health published by Oxford University Press and now updated for 1987 (Paperback 25.95).

Gadgets

**For the hard-pressed**

YOU'LL NOTICE WHEN WE ARRIVE THAT MY SUIT IS COMPLETELY FREE OF CREASES



LIKE EVERY successful and surviving species, Travelling Man has had to adapt to cope with modern times. In the days of Empire he could afford to travel with almost his entire household needs in tow. Leisurely ships and powerful trains, as well as a ready supply of those long-lost luxuries, runners and porters, ensured that neither weight nor quantity was ever a barrier to a gentleman continuing to live exactly the way he always had.

No matter how far-flung the corner, how inadequate the local corner shop or how unsuitable the climate, the trick for the classy traveller of old was to behave exactly as if he were at home.

Things are very different today. Today's Travelling Man has had to learn to travel light. Restricted for baggage, pressed for time, susceptible to back injuries, Travelling Man is endlessly balancing comfort, efficiency and necessity against lightness and portability.

Fortunately for our hard-pressed modern traveller, new technology has come to his aid. Today he could travel around the world with some 20 different gadgets to help him on his way and still (if he could be disciplined enough with the drip-dry shirts and the charge-up (wear) walk on board his jet with just a holdall in the hand.

The ingenuity of manufacturers to make every conceivable gadget in smaller and lighter packages seems to know no bounds. There is still no radio better for those marooned in foreign parts than the Sony IC 7800 but if you are not too fussy about reproduction and if you do not always insist on being able to get every available station then there is a host of credit-card sized radios to choose from—take the Sony FM/AM mini-radio. It comes with rechargeable batteries, costs just £49.95 and will fit into your wallet.

The alarm clock is an essential to the weary businessman who needs to awake for the business meeting he has come all this distance to attend—once upon a time he had to carry a little folding alarm clock. Today that, too, comes in a tiny package no bigger than a credit card and just for good measure most of them operate as calculators, too. Casio do a good one at just £29.95.

If our hard-pressed businessman is worried that he may sleep on he could opt instead for the Braun voice-controlled travel alarm clock. True, it is a little larger, being a small black square box, and true, it stops making a noise when you yell at it but snooze on and it will sound off every four minutes until you are finally obliged to wake up and switch it off. Most good electrical shops sell it for about £29.

Our baggage-conscious businessman would be wise to look for gadgets that combine more than one function—like the credit-card sized alarm clock that enables us to, there is also Seiko's RC1000 digital-watch-cum-travelling alarm-cum-computer terminal. When you're fixing deals out in Tokyo it can deliver up to you telephone numbers or diary dates from your desk-top or home computer. Buy it from Selfridges, London, W1, for about £120—it will work in with Apple, IBM personal computer, the Sinclair Spectrum, Acorn, Tandy 100 and Epson's FX-8 computers.

If you really can't function if you're far from a telex machine, Ryan sell what they call the smallest telex in the world—the FX1000 measures just 224 mm by 88 mm by 29 mm, weighs 144 g or so and sells for about £460.

Similarly, the businessman who feels insecure when far from a photo-copier can now carry his own portable version around with him. It isn't, of course, as large or as useful as the heavy, office-based version, but for £229 it will photo-copy and print out information about as wide as a column of newspaper print. Find it in Harrods Audio and TV department.

If numeracy is not our hero's strong point then he might be wise to take with him the X-changer—a tiny little gadget it will obligingly translate pesetas into lira, yen into dollars or any other currency you feed into its clever little system. For just £4.95 it could save pounds on your bill.

The logistics of modern travelling, not to mention the decline in the standards of all but the very best hotels, has

meant that many a modern Travelling Man's most pressing problem is... well, how to stay well-pressed.

Braun's hairdryer-cum-travelling iron costs just £15 and solves at least two problems in one—besides leaving your latest hair-cut looking smooth and efficient it can, if you add a special attachment to one end, turn into an iron of sorts. A good laundry will certainly do it better but this is better than nothing.

Security is increasingly a problem for our busy traveller and there is a variety of devices to help protect him and his valuables. Harrods sell a battery-driven burglar alarm called a Door Guard—attach it to your door handle and it gives a loud shriek if anybody should try to open the door (C7). John Lewis sells a stowaway hanger which sports a locked compartment where valuables can be stored (£22).

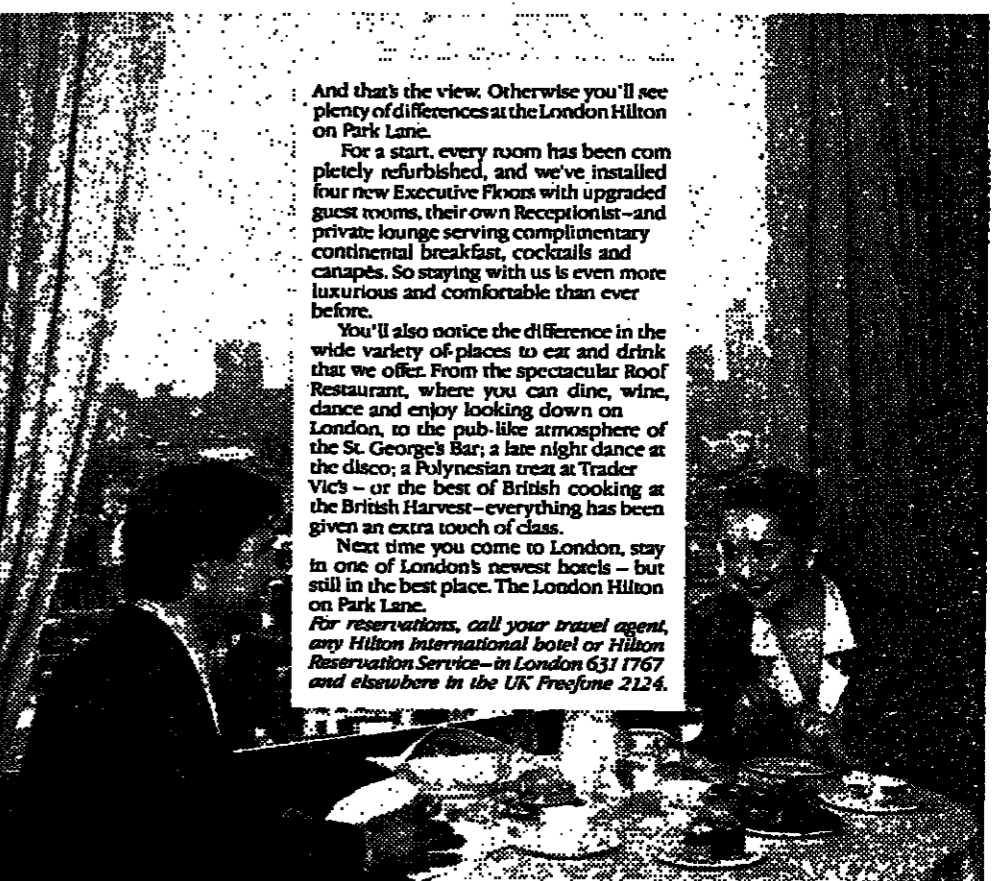
It also sells a shoulder wallet (you strap your money round your shoulder out of sight under your jacket) for £6.25, a leg wallet for £3.95 and a waist wallet for £3.95—you pay your money and you take your choice.

Finally, our hard-pressed hero may well feel he deserves a treat, what with trying to be bright and punctual, efficient and creaseless he can afford to pack the odd luxury or two so treat him with an elegant little hipflask from Fast Forward of 14 Newburgh Street, London, W1—they do not come more be gallingly elegant and they'll cheer him on a cold and dreary day when the plane is delayed yet again.

Lucia van der Post

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## BUSINESS TRAVEL 11

The US

## Europeans seize their opportunity

AFTER PIONEERING bargain fares long before the present moves in liberalisation for its London-Dublin route, the second busiest in Europe, Aer Lingus, the Irish national carrier, has introduced programmes for first-class and business travellers on its North Atlantic routes.

The new competitiveness from foreign carriers hits US airlines when their own labour problems and waning commitment to frequent-flyer bonuses make them vulnerable to the incursions of imaginative appeals to business flyers.

Aer Lingus business and first class fares are \$400 to \$800 cheaper each way on inter-continental flights, an advantage in particular for travellers going to destinations other than gateway European cities, since they would have to change planes anyway. The airline has also recently introduced its Emerald Holiday, an individualised package that, for less than a first-class New York-London return ticket, includes a week's stay at famous Irish destinations like Dromoland Castle and the hire of a Mercedes for the period. This takes advantage of a trend among American business travellers of combining pleasure with business, with nearly a third of all US travellers taking an average 34 days to a business trip for shorter but more frequent holidays.

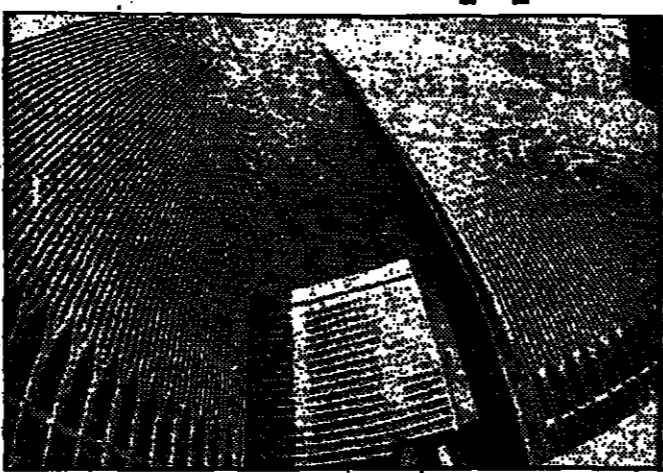
Realising that travellers

would want to stop in Ireland in only one direction, the airline has a co-operative arrangement with TWA for a direct return from London. Aer Lingus also provides co-ordinated schedules with domestic US carriers for 104 American cities, in addition to its own flights from Boston and New York.

Such programmes mark a new effort by international carriers to regain the initiative lost to the domestic carriers' frequent flyer bonuses, which, over the past five years, have proved to be the most successful promotion in airline history. Now the international carriers offer frequent flyer credits on domestic programmes, while the domestic airlines are trying to raise the mileage for the frequent flyer bonus payouts, a withdrawal that indicates the cost of the promotion as travellers build up their mileage points. Airline revenues have even been affected by the press of travellers cashing in their bonuses before they expire.

Foreign airlines gained passengers last summer when the hijacking scare encouraged business travellers to avoid domestic airlines. The foreign carriers are making a concerted effort to keep the new clientele by adding convenience to the service and comfort that Americans feel they have been losing on domestic airlines.

The European carriers have been taking advantage of a con-



The Vista International Hotel offers deluxe accommodation in the heart of New York City's financial district and is located at the foot of Twin Towers of the World Trade Centre.

tentious period in American airlines' labour relations by creating a business class where one might not have existed before and providing service that approximates first class travel. Even Malev, the Hungarian national airline, has added a business class service for its European routes. But US domestic airlines are fighting back with more of their greatest selling point, convenience. With American travel to Europe expected to increase by at least 10 per cent over last

year, more airlines want to break into the European market and so provide inter-continental service from more American destinations to more European ones.

American Airlines flies to Europe from hubs in Dallas/Fort Worth, Chicago and Raleigh-Durham and now goes to Düsseldorf, Munich, Paris and Tokyo. Picking out-of-the-way hubs like Raleigh-Durham eases the congestion at major airports, which have been increasingly taxed by the num-

ber and scheduling of the airlines. Government efforts to co-ordinate traffic have been thwarted by the lack of co-operation of some carriers, which persist in overloading take-offs and landings at the busiest times of day.

Such fear of losing competitive advantage has a healthier side. The American carriers are also using increasingly sophisticated computer models to structure fares to minimise empty seats throughout the day, particularly on domestic flights. The mix is different on every flight, even for the same destinations in an effort to accommodate every full-fare business flyer while filling the rest of the plane with discount or coach travellers. Much of the attraction of adding European flights comes from the perception that with the fall in the value of the dollar, American businessmen will be travelling abroad in search of new markets. If Americans need to travel more just when they can afford it less, Inter-Continental Hotels is offering a "Summer Sale" of reductions of up to 60 per cent in 30 of their European hotels with rates guaranteed in US dollars. Georgia Lord of Inter-Continental recognises that the guaranteed rates "is a risk, but we are taking it because we are committed to encourage travel and be part of the trend to lure

Americans back to Europe." Already, 5,000 room nights have been booked for the sale, which is available in the months of July and August only.

Amid the bargains, Americans are having to be far more cautious in selecting among the available options. When airlines introduced sharply reduced fares this spring, they contained a new, no-cancellation proviso so that missing the flight meant losing the ticket altogether. Similarly, car hire has become a far more complicated exercise especially with regard to collision damage insurance.

The automatic coverage for hired cars used to force the customer to pay the first \$500; now the companies have boosted the deductible to \$3,000, which forces more people to pay as much as an extra \$9 a day for total coverage.

At the same time, insurance on one's own car may cover an accident in a hired car and some credit cards also cover the deductible on car-hire insurance. Such complexities may not have been worth sorting out for \$300, but suddenly need to be known about for a \$3,000 liability.

As Europeans face increasing liberalisation of their airlines, they too will face confusion and a multitude of choices for each travel decision they make. Despite the dilemmas forced on travellers, they at least have the chance to make a decision more tailored to their needs, as airlines, hotels and car hire companies pick niches to serve smaller numbers of travellers better.

Frank Lipsius



Puerto Rico looking like a Caribbean Miami: an attraction for those taking advantage of an increasing opportunity to combine a business and a pleasure trip.

## Trends in Business Trips

|                          | 1982  | 1983  | 1984  | 1985  |
|--------------------------|-------|-------|-------|-------|
| Average nights per trip  | 4.1   | 4.0   | 4.5   | 4.5   |
| Average miles per trip   | 1,000 | 1,030 | 1,000 | 1,180 |
| Used an airline          | 35%   | 48%   | 43%   | 44%   |
| Trip included vacation   | 14%   | 9%    | 11%   | 13%   |
| Travelled over a weekend | 23%   | 17%   | 16%   | 21%   |

Source: US Travel Data Center's National Travel Survey

## Profile: Cathay Pacific

## Favourite of the cognoscenti

BRITISH AIRWAYS may prefer to be known as the world's favourite airline, but there is little doubt that Cathay Pacific ranks as one of the world's most successful airlines—it has made a profit for most of its 40 years of operation.

Cathay, moreover, has become a particular favourite with business travellers to Hong Kong and the Pacific Rim countries. Not only did Cathay pioneer non-stop flights from London to Hong Kong in 1963—subsequently copied by both BA and British Caledonian—but it was also the first airline to operate a specialist in-flight and ground programme aimed at business travellers.

Mr Steve Harvey, chief executive of In-Flight Radio who produces the business programme, says that it is listened to by a quarter of the passengers on a typical flight. "Both British Caledonian and British Airways now have similar programmes," he adds.

The business class on Cathay—called Marco Polo—has alone won a number of travel trade awards for its level of service.

Even for the non-business travellers, Cathay is ranked highly. Subscribers to Holiday Which? magazine earlier this year voted Cathay as its favourite airline after the Wadair charter carrier.

Cathay was formed in 1946 by two former wartime pilots—an Australian, Mr Sydney de Kantzow, and an American, Mr Roy Farrell—and has grown from a small pioneer charter airline flying surplus DC-3 Dakotas to a major international carrier. It now operates almost 500 flights a week to 37 cities in 25 countries, ranging from London and Tokyo through to Rome, Paris, Amsterdam, and San Francisco—all destinations introduced over the past year.

The Swire Group, together with Australian National Airways, secured a major holding in the company in 1948, and Swire interests have provided the management ever since. Swire itself has been operating in Asia and the Far East for more than a century. Its experience has helped Cathay substantially in its development over the past few decades.

David Churchill

Eventually Swire gained a 70 per cent stake in Cathay, with the remaining 30 per cent held by the Hongkong and Shanghai Bank.

In April last year, however, some 35 per cent of Cathay's shares were offered for sale to the public on the Hong Kong exchange—with the flotation oversubscribed by a record 96 times.

Earlier this year the Beijing-based China International Trust and Investment Corporation (Citic) took a 12.5 per cent stake in Cathay Pacific—a move widely seen as strengthening Cathay's position in advance of the return of Hong Kong to China in 1997.

But it is unlikely that the Chinese authorities will make a bid for the whole airline. One of Cathay's strengths is the fact that it has not been fettered by being a government-owned national airline.

Mr Rowland Cobbold, Cathay's marketing director, is in a unique position to confirm this. He spent some 14 years with BA until joining Cathay in 1980. "The management and staff at Cathay are all very committed to the success of the airline because we have to compete to survive," he maintains.

Mr Cobbold and his colleagues have long realised that the business traveller is a vital part of the airline's success. As the gateway to China and the Pacific Rim countries (Thailand, Malaysia and the Philippines), Hong Kong was clearly destined to become increasingly important for business.

Cathay was one of the first airlines to introduce the Super 747-300 aircraft with an extended upper deck. This deck is used for economy class passengers, enabling the business class to be extended to take 96 seats instead of the more normal 40 seats on the older aircraft.

At present, the 300 aircraft with the extended business class cannot be used on the non-stop flights—but from next spring Cathay will be able to achieve this when it takes delivery of its first Boeing 747-400, which will allow flights of 16 hours with a full payload.

|   |                    |                   |
|---|--------------------|-------------------|
| MONDAY  | DEPART LONDON 1930 | ARRIVE TOKYO 1510 |
| TUESDAY   | DEPART LONDON 1930 | ARRIVE TOKYO 1510 |
| WEDNESDAY   | DEPART LONDON 1930 | ARRIVE TOKYO 1510 |
| FRIDAY  | DEPART PARIS 2040  | ARRIVE TOKYO 1525 |
| SATURDAY  | DEPART LONDON 1930 | ARRIVE TOKYO 1510 |
| SUNDAY  | DEPART PARIS 2040  | ARRIVE TOKYO 1525 |
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# BUSINESS TRAVEL 12

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| Bank   | Charge card      | Qualifying gross annual income | Standard overdraft limit                       | Overdraft interest                        | Joining fee | Annual subscription                                      | Additional card |
|--|------------------|--------------------------------|--|---|-------------|--|-----------------|
| Adam & Company Gold Card   | VISA             | £30,000                        | £10,000  | 2½% over base rate                        | None        | None   | No charge       |
| Bank of Ireland Gold Card  | American Express | £25,000                        | £10,000  | 2½% over base rate                        | £20*        | £50  | £25 p.a.        |
| Bank of Scotland Premier Card                                    | VISA             | £15,000                        | £10,000  | 2½% over base rate                        | £10         | £35  | £10 p.a.        |
| Barclays Premier Card  | VISA             | £20,000                        | £7,500   | 2½% over base rate                        | £10         | £40 (£35 if paying by direct debit)                      | £10 p.a.        |
| Coutts Gold Mastercard   | Mastercard       | £30,000                        | £10,000  | 2½% over base rate                        | None        | £60  | No charge       |
| Grindlays Gold Card  | American Express | £25,000                        | £10,000  | 2½% over base rate                        | £20*        | £50  | £50 p.a.        |
| Lloyds Bank Gold Card  | American Express | £25,000                        | £10,000  | 2½% over base rate                        | £20*        | £50  | £50 p.a.        |
| Midland Gold Service   | Mastercard       | £25,000                        | £10,000  | 2½% over base rate                        | £10         | £40  | No charge       |
| NatWest Gold Plus Service  | Mastercard       | £20,000                        | £10,000  | 2½% over base rate                        | None        | £50 (£40 if paying by direct debit) Waived in first year | No charge       |
| Robert Fleming/Save & Prosper Premier High Interest Bank Account | VISA             | £25,000                        | Up to £10,000 after one year qualifying period | 4% over LIBA gross compounded annual rate | None        | None   | No charge       |
| Royal Bank of Scotland Gold Card Express                         | American Express | £25,000                        | £10,000  | 2½% over base rate                        | £20*        | £50  | £25 p.a.        |

\* Waived for existing American Express cardholders.

Source: Save & Prosper Guide

## Paying the bill

# Plastic cards are doing nicely

EVEN THE most experienced business executive would not be foolhardy enough to pontificate on the best way to take money abroad. His advice would be to join the belt and braces brigade and always have alternatives.

The range of instruments in the way of credit cards and travellers cheques is ever widening and to attract the in-house travel and entertainment department of a company or the executive, who leaves it to his secretary to make his or her travel arrangements, special inducements to use a particular credit card or traveller's cheque are constantly being introduced.

It doesn't need much sophistication to know what currency is needed for Spain or France but travelling to Swaziland, the Seychelles or Surinam needs a little more thought. So Thomas Cook Financial Services, the providers of the world's largest range of travellers cheques, entices with a world-wide currency guide.

It provides easy at-a-glance references for even the most far away places, listing in order of preference, the recommended travellers cheque currency for

each country. But just how do UK companies provide the travel and entertainment expenses for the nearly £20bn now being spent? A report by American Express recently completed and soon to be published has looked at the methods of payments among Britain's top 100 companies and finds that cards come out on top for the travelling executive.

Some 70 per cent of companies issue cards of which 73 per cent are American Express and 81 per cent issue travellers cheques and 78 per cent some form of cash advance. But travellers cheques and cash advances are seen as being used to supplement cards rather than to replace them.

Considerable funds are available through the use of bank gold card services, the vast majority of them offer a standard overdraft limit of £10,000. Gold cards offered by American Express, Visa and Mastercard provide a range of other benefits such as free travel accident insurance and an easy way to replace lost cards.

For travellers in Europe the system of eurocheque is widely in use but no figures are avail-

able to show how much use is made of it for business travel specifically. Its availability in 15,000 banks with some 210,000 branches means nearly every bank branch in 40 countries in Europe and the Mediterranean, does, however, offer a cash advance service to nearly 40m European bank customers.

Its services, too, are constantly being extended. The most recent countries to open up their retail sector to eurocheque customers were Hungary and Tunisia and were followed on March 1 by Greece. The maximum guaranteed amounts are not as large as the gold card facility and for the average user is linked to the equivalent of Sfr 300, the Swiss franc being used because of its stability.

For the businessman flying around Europe a great deal of effort is being made to woo him with credit cards. British Airways estimates that credit card ticket sales currently represent about 25 per cent of BA's worldwide ticket sales and that figure does not fluctuate greatly from country to country. But in the US it can run as high as 50 per cent.

## Business centres

The world's 20 dearest places for the business traveller

|                 | Daily cost £ |                           | Daily cost £ |
|-----------------|--------------|---------------------------|--------------|
| 1 Tokyo         | 192          | 11 Amsterdam              | 129          |
| 2 Stockholm     | 158          | 12 Kingston, Jamaica      | 127          |
| 3 Baghdad       | 157          | 13 Kuwait                 | 126          |
| 4 New York      | 155          | 14 Khartoum, Sudan        | 125          |
| 5 Helsinki      | 146          | 14 Port Moresby, Papua NG | 125          |
| 5 Oslo          | 146          | 16 London                 | 123          |
| 7 Geneva/Zurich | 142          | 17 Frankfurt              | 122          |
| 8 Copenhagen    | 135          | 18 Muscat, Oman           | 119          |
| 9 Paris         | 134          | 19 Douala, Cameroon       | 118          |
| 10 Milan        | 132          | 20 Bahrain                | 117          |

Employment Conditions Abroad Committee

That is why the airline and 12 other European airlines have launched the AirPlus card, designed solely for corporate use by limiting its use solely to areas of business expenditure. It can be used for restaurant bills, rail tickets, hotel bookings and will even provide cash advances but it won't be accepted outside the business environ-

ment which may be a little hard to define when it comes to business entertaining. And if it happens to be in Tokyo, the world's dearest place to visit on business—the daily cost is about £200—the executive had better be metaphorically wearing his belt and braces.

Arthur Dawson



Chinese banquet in the restaurant in Hong Kong's Mandarin Hotel.

## Profile: Mandarin Hotel

# Top places for top people

THE MANDARIN HOTEL in Hong Kong and the Oriental in Bangkok are two of the world's famous and most exclusive hotels—attracting the top echelons among the international business traveller fraternity. Yet this month sees a radical new development which could affect the fortunes of both these top hotels: the first Mandarin hotel in the US is being opened on the top floors of San Francisco's third tallest building.

The move, if successful, could spearhead further openings in the US and Europe of both Oriental and Mandarin clones, aimed at attracting the top business traveller. "In five years time the Mandarin Oriental group will operate a portfolio of between 15 and 20 grand luxe hotels in key gateway cities worldwide," maintains Mr Peter Tyrrie, the 40-year-old managing director of the group.

"We are currently looking at such cities as Seoul, Taipei, Tokyo and Sydney in South East Asia; New York, Washington, Chicago, Los Angeles and Toronto in North America; and London, Paris, and Frankfurt in Europe," he says.

Apart from the new San Francisco Mandarin, the company has already opened a new Oriental hotel in Singapore earlier this year. "I would like to see the opening of two hotels a year for the next five years, mainly through acquisition and refurbishment of existing hotels," adds Mr Tyrrie.

Such moves might seem like heresy to the business travellers (who account for at least 60 per cent of the two original hotels occupancy rates) who are unstinting admirers of the high level of service at the Mandarin and Oriental hotels. Might such expansion, they ask, possibly devalue the world-famous product?

Mr Tyrrie, not surprisingly, is convinced that it is possible to recreate the Mandarin and Oriental atmosphere throughout the world.

Since joining the Mandarin and Oriental group last June, he has brought in new computer systems, reduced central management levels, and brought in a team of newcomers to help him revamp the entire operation.

His new broom has mainly been behind the scenes—to the relief of his hotels' admirers—although he has introduced such changes at the Hong Kong

Mandarin as insisting that the staff have name badges instead of anonymous numbers.

But Mr Tyrrie's immediate objective is getting the group ready for its demerger from the Hong Kong Land company, its immediate parent company, and its subsequent public flotation.

"The Hong Kong stock market cannot but benefit from the introduction of a new blue-chip stock with a household name, while the hotel company's performance should be enhanced by more direct management accountability to shareholders," explains Mr Simon Keswick, chairman of Jardine Matheson (the ultimate parent company).

Although the Oriental in Bangkok has been the haven of wealthy travellers for over a century, it has only been managed by the Mandarin Oriental group since 1975. It was in 1963, however, that the Mandarin was opened in a rather unprepossessing building on Hong Kong island. It has some 545 rooms and suites and three top-class restaurants.

At present, the hotel is going through a two-year renovation programme costing more than HK\$100m. This summer the hotel's front facade and lobby are also to be remodelled at a cost of HK\$35m.

"In today's competitive market not only must the service be of the highest standard, but so must the rooms," explains Mr Tyrrie.

The Mandarin does not like taking on large groups of business travellers—for which it does not have the facilities—but prefers to be the luxury home for the senior executive travelling independently. "Although we are very interested in developing our incentive travel business for individuals," admits Mr Tyrrie.

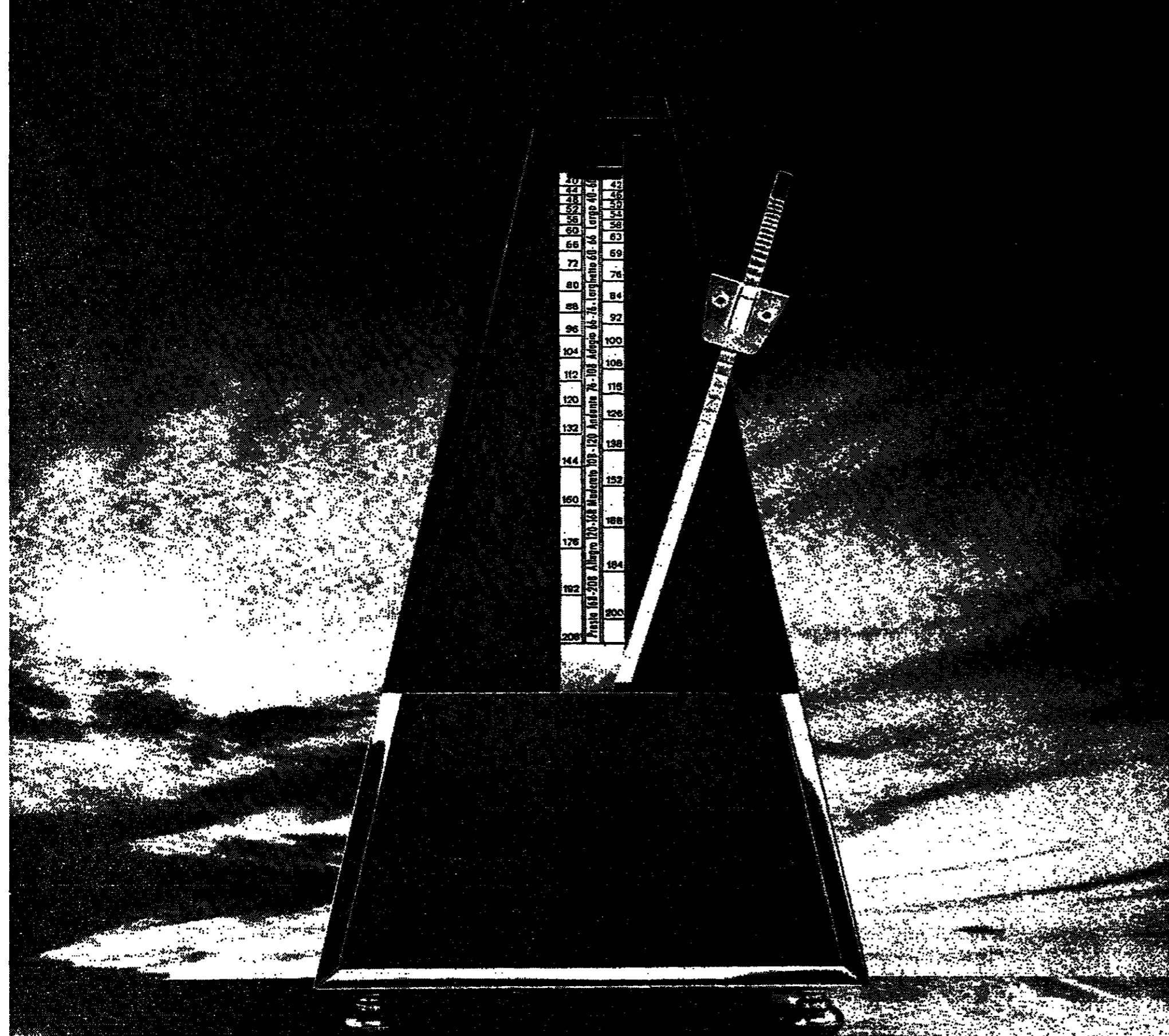
Although the group is looking hard for a suitable site or acquisition in London—the former offices of the Greater London Council has been mentioned as a possibility—it may be towards China that Mr Tyrrie also turns his attention.

With the return of Hong Kong to China in ten years' time, Mr Tyrrie and his colleagues are considering developing a chain of hotels—probably under the Excelsior brand name—in major Chinese cities. Perhaps the Mandarin, Beijing, may not be too far off after all.

David Churchill

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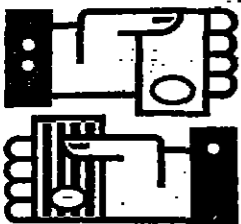
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# FINANCIAL TIMES SURVEY



Five extraordinary years have seen the growth of funds' assets far exceed the growth of liabilities, writes Investment Editor

**Barry Riley.** Yet there is unease among managers who, as long as they fail to match the indices, are vulnerable to competition from index-matching products and independent firms.

## The hazards of overfunding

PENSION FUND management for UK company schemes is now a £200bn business, and one that has been enjoying an unprecedented run of success.

Over the past five extraordinary years the annualised rate of return on the aggregate funds monitored by the biggest performance measurement service—that operated by the WM Company—was 21.7 per cent (including property, which dragged down the overall growth from the 24.2 per cent that was achieved in other markets).

The second largest service, the combined actuarial operation (Caps), reports a median return of 22.8 per cent for the same period.

What matters is not the absolute figure, but how it compares with the growth of the liabilities of the funds, which in almost all cases pay benefits linked to final salaries.

Over the same five-year period the growth of average earnings has been running at 7.7 per cent a year, leaving a huge margin by which the growth of assets has been exceeding the growth of liabilities.

However, these excellent returns are not necessarily a source of satisfaction to managers. The buoyancy of investment markets has made the

funding of pensions liabilities a very wise policy. But although fund managers may try to bask in the reflected glory of the prolonged bull market, they are more suitably judged by their performance against the relevant market indices, not by absolute returns.

According to Caps, the median UK equity fund underperformed the FT-Actuaries All-Share Index, the best measure of the broad UK equity market, by a full percentage point last year (though up to half a point of the shortfall can be explained by technicalities relating to the way that major new issues, like TSB and British Gas, were introduced into the index).

So long as majority of investment managers find it hard to match, let alone beat, the indices, they are vulnerable to the competition of index-matching products, which seek to achieve similar but carefully defined objectives at relatively low fees.

Meanwhile, a growing group of independent fund management firms has sprung up to challenge the domination of the established merchant bank-based managers, who have been in the ascendancy over the past 10 or 15 years.



UK pension funds have been boosted by an increasing willingness to invest in overseas equity markets

## Pension Fund Investment

The independents—which range from long-established investment trust management companies to newly created or spun-off investment boutiques—now manage about 9 per cent of the assets of UK pension schemes, though their portfolios tend to be comparatively small.

While the volume of investments of pension funds continues to rise, room is created for the increasing number of external managers.

This is still more true when some of the big internally-managed funds are finding it difficult to sustain the quality of their in-house management teams and are hiring outside managers. British Rail and Unilever both externalised

their investment management last year.

But on an underlying basis the market is scarcely growing. Many schemes are overfunded, and have cut back their contributions. If there were a bad year for the investment markets there would be nothing to prevent a fall in overall values, and fund managers' fees—which are calculated on the basis of a percentage of portfolio values—would decline.

Already, many managers have been trying to persuade their pension fund clients to accept higher fees, to reflect the structural changes in the stock market in the past year. The merchant banks, in particular, have been trying to replace the

income from commission-splitting which, after Big Bang, is no longer practicable.

Increasingly, the true costs of pension fund management are coming out into the open. This means that pension scheme trustees will be alerted increasingly to the possibility that different services can be "unbundled." They may want to encourage the growth of specialist providers of services, of the kind that are already common in the US.

But while the pension funds grapple with the implications of the City's Big Bang, the focus of change has already moved on elsewhere. Government legislation is triggering upheavals for pen-

sion funds in two other respects.

For one thing, the Financial Services Act is ushering in a new era of regulation of the investment industry. That is requiring a highly detailed response.

For another, the encouragement of personal pensions raises a question mark over the durability of the conventional corporate pension schemes. External fund managers need to have diversification plans ready.

Nearly all corporate schemes are now based upon final salary-linked benefits, with implications for the type of investments that are appropriate to match such liabilities. This has drawn managers to

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equities, and to other equity-type assets, notably property. Short-term fluctuations in the value of such assets are less important than their proven ability to match inflation over the very long term, whereas to fund through fixed income bonds would be to introduce a fundamental mismatch into the asset/liability structure.

Even with final-salary schemes, however, there may well be substantial numbers of deferred pensioners within the scheme, whose benefits are not fully protected against inflation; and it may make sense to fund these liabilities in a different way.

The possibility now is that many employers will offer alternative money-purchase schemes, where the benefits would be linked to the returns actually achieved—in the same way as for fully portable personal pensions.

Such money purchase schemes need to address the problem of high volatility, which a corporate final salary scheme can cope with, but which could be dangerous for an individual unlikely enough to find the equity market at a low ebb on his retirement day. Some method of limiting the downside risk needs to be adopted.

Fund managers are now assessing the implications of splitting existing pension portfolios into final salary and money purchase funds, and how this might affect the risk profile to be adopted. At this stage, they do not envisage serious problems.

What is more threatening to their own commercial future, however, is the possibility that large numbers of occupational scheme members might opt for personal pensions—especially the younger employees whose contributions are so important in swelling the volume of funds.

Mass defections do not seem likely at this stage, but fund managers will want to consider ways of maintaining their volume of funds under management should personal pensions for employees achieve a significant impact.

Some managers already have unit trust and life assurance arms, which sell into the self-employed personal pensions market; but even a group as large as Mercury Asset Manage-

ment does not market personal-pension products at this stage. Such groups can be expected to reposition themselves for the new market opportunity.

As for the Financial Services Act, the Investment Management Regulatory Organisation (Imro) is currently gearing itself up to commence operations, and the pensions industry will represent a large part of its supervisory territory.

Specifically, the new rules are likely to force a more careful division of responsibilities between trustees and investment managers, especially in small funds, where the lines of authority have often been ill-defined.

Regulation of pension fund management has been almost nonexistent in the past, and, while the sector has a strong enough professional infrastructure to prevent serious abuses, a good deal of slackness is evident.

Disclosure of the true level of income enjoyed by external fund managers from running pension scheme portfolios remains poor.

Imro's rules appear to be quite tough, with insistence on full disclosure of all charging arrangements, and a ban on controversial practices such as the "late booking" of bargains. But it has yet to be seen how these rules will be interpreted in practice.

One area to which the new regulators might turn their attention is performance measurement, the objectivity of which can all too often be called into question.

This is because good performance figures have become vital marketing pre-requisites for investment managers who hope to win contracts at competitive "beauty contests."

But whether by being selective about which funds are included, or by picking periods of measurement carefully in order to give the most favourable impression, nearly all managers appear to be able to claim to be above average. This is a comparatively minor distortion, and one that can easily be seen through by most advisers and trustees, but it is symptomatic of the kind of subtle device that the new regulators will be required to eliminate.

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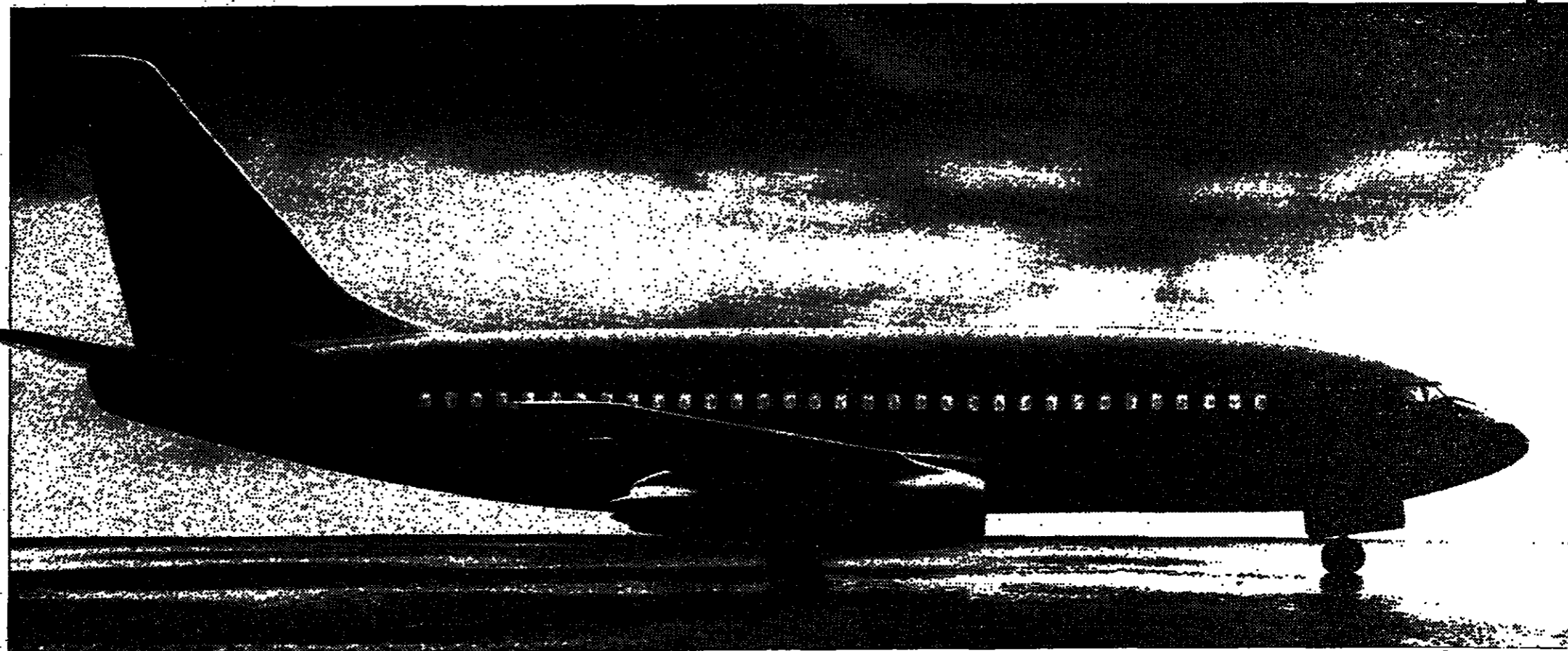
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## Competition

# Selection procedures let in the independents

IN TWENTY years the management of company pension funds has changed from being one of the City of London's costliest businesses to one of its most competitive.

One leading manager, bidding for a recent contract, found that he was one of 70 applicants, of which 60 claimed to be first quartile performers—that is, they had achieved parity in the top 25 per cent of all funds assessed by leading performance measurement services.

The biggest funds are now aggressive enough to ask prospective management firms to compete on price, and to come clean on all the little extra sources of revenue that have bolstered fund management profits in the past.

This is a sign of the growing maturity of the pensions industry. In its early days management tended to be dominated by the insurance companies, with a pooled-fund approach and high charges.

In the 1970s, however, the merchant banks came to dominate the field, aided by strong corporate connections and a willingness to provide a comprehensive service which could, however, be tailored to the requirements of individual clients. Competitive bidding was rare.

In the 1980s, a number of other contenders have entered the fray, seeking a share of a market which has been expanding rapidly and has proved unexpectedly profitable for the merchant banks.

Several independents, such as Henderson Administration, Fidelity, MIM and Cazenove, all originally investment trust and/or unit trust managers, have been winning a lot of business.

In one respect, competition has diminished a little. The stockbrokers have disappeared as a separate force, apart from Cazenove which—for the first time—is disclosing the scale of its UK pension fund business—the management of £1.67bn for a total of just over 60 clients.

Phillips & Drew remains a powerful competitor, but is now run entirely separately from the stockbroking business. Otherwise, the leading brokers active in pension fund management, such as Grieson Grant and De Zoete & Bevan, have been absorbed into the fund management departments of their new banking parents.

The fresh source of competition, however, is a group of independents, some of which are new to the pension fund field. These include further investment trust management companies, one or two of which are spun-off in-house pension fund managers now looking for external business.

Curiously, the Prudential is the only insurance company to make any kind of showing in the segregated management business. It scored notable successes in the British Rail and Unilever "beauty contests" last year.

Otherwise, insurance companies appear to have stuck to their traditional type of business, or perhaps have simply been unable to deliver the kind of performance required.

The rise of the independents reflects the development of a selection system that allows them to compete. Whereas, 20 years ago, merchant banks or stockbrokers were chosen behind closed doors because they had corporate connections, today the procedure is entirely open.

According to Mr David Duncan, of Schroders, more than 90 per cent of references now come from intermediaries, either consulting actuaries or benefit consultants. In the course of a year, leading management houses such as Schroders have to fill in up to 100 different questionnaires, sometimes running to 16 pages and 70 separate information requests. This is not a chore which can be delegated to juniors, because the answers may need to be subtly modified to suit particular requirements.

The fund managers are not always happy with the demands. "There is an undue amount of attention being paid to the role of individuals," complains Mr Duncan. "For less well-connected firms, however, there is an opportunity to break into the market by establishing credibility with the consultants, and thereby getting on to short lists for selection."

But this is no easy path. Mr Joe Scott Plummer, of Martin Currie, grimly toured the circuit for years before breaking through. "People were like stone, and beginning to listen to the story, but we were always coming second," he says. "Then suddenly it began to come right."

Martin Currie actually found it easier to break into the US ERISA (Employment Retirement Income Security Act) market for international funds, helped by the fact that US pension fund trustees are more accustomed to appointing boutique-type managers.

Behind Martin Currie many others are following. For instance, John Govett, best known as an investment trust house, has brought his Robin Kerrill as sales director to promote the pension funds side. Now recognised on a more clearly defined basis, it at present runs some £300m.

After bringing in the WM Company to authenticate some impressive performance figures, he has toured 60 offices of some 30 different consultants as part of the process of what he describes as "selling the Govett name and the Govett product."

The most assiduous cultivation of consultants, however, can get the applicant no further than the short list of four or five. There will still be the need to convince the trustees, who increasingly have the time and primed with questions based upon bitter experience.

So fund managers are finding an increasing proportion of

their one-hour time-slot devoted to questions, with perhaps only 20 minutes allowed for their prepared presentation.

Despite the greater knowledge displayed by trustees these days, such beauty parades are inevitably hit-or-miss affairs. First impressions may relate more to appearances than ability to make complex investment judgments.

Yet it is dangerous to rely too much on slick marketing men. Trustees can react negatively to the hard sell approach, and they will certainly want to meet the manager who will actually be in charge of the fund. They will also want assurances about continuity.

One of the main selling points for many of the smaller independent management firms is precisely that they can offer an individual relationship. The big merchant banks can provide comprehensive expertise and worldwide networks, but it can be hard for them to keep sending a familiar face every quarter.

Barry Riley

## PENSION FUND INVESTMENT 2

## Leading Pension Fund Managers

|  | Value of funds<br>1986<br>(\$m) | Value of funds<br>1985<br>(\$m) | %<br>change | Number of clients<br>1986 | Number of clients<br>1985 | %<br>change |
|--|---------------------------------|---------------------------------|-------------|---------------------------|---------------------------|-------------|
| Mercury Warburg Investment Mngt.*      | 12,800                          | 8,300                           | 54.2        | 435                       | 365                       | 19.2        |
| Robert Fleming Invest. Mngt.           | 18,800                          | 5,143                           | 71.1        | 1138                      | 123                       | 12.2        |
| Barclays de Zootie Weid Invest. Mngt.† | 7,921                           | 5,487                           | 35.5        | 107                       | 96                        | 8.1         |
| Schroder Invest. Mngt.                 | 7,800                           | 6,280                           | 24.8        | 148                       | 135                       | 8.1         |
| Phillips & Drew Fund Mngt.             | 7,492                           | 5,180                           | 45.2        | 165                       | 150                       | 10.0        |
| County Invest. Mngt.‡                  | 6,496                           | 3,402                           | 80.9        | 101                       | 78                        | 29.5        |
| Morgan Grenfell Invest. Mngt.‡         | 6,165                           | 4,635                           | 33.0        | 153                       | 147                       | 4.1         |
| Prudential Portfolio Mngs.             | 4,143                           | 3,521                           | 17.7        | 23                        | 19                        | 21.0        |
| Baring Invest. Mngt.                   | 3,627                           | 2,252                           | 60.0        | 81                        | 71                        | 28.2        |
| Lloyds Invest. Mngt.                   | 3,132                           | 2,821                           | 11.0        | 36                        | 31                        | 15.9        |
| Henderson Pension Funds Mngt.          | 3,055                           | 1,800                           | 70.3        | 150                       | 113                       | 32.7        |
| Kleinwort Grieson Invest. Mngt.**      | 3,008                           | 2,853                           | 5.4         | 141                       | 139                       | 1.4         |
| N. M. Rothschild Asset Mngt.           | 2,980                           | 2,479                           | 20.2        | 84                        | 76                        | 10.5        |
| Midland Montagu Fund Mngs.††           | 2,439                           | 2,083                           | 16.5        | 19                        | 14                        | 35.7        |
| MIM‡‡                                  | 1,900                           | 1,350                           | 40.7        | 98                        | 70                        | 40.0        |
| Hill Samuel Pens. Invest. Mngt.        | 1,847                           | 3,300                           | -44.0       | 159                       | 152                       | -54.6       |
| Fidelity Int. Invest. Advisors (UK)    | 1,845                           | 1,210                           | 52.4        | 38                        | 31                        | 22.5        |
| Hamro Bank                             | 1,754                           | 1,393                           | 25.9        | 38                        | 27                        | 40.7        |
| Murray Johnstone Pension Mngt.         | 1,700                           | 1,172                           | 45.1        | 45                        | 35                        | 28.6        |
| Cazenove                               | 1,674                           | 1,350                           | 24.0        | 63                        | 61                        | 3.3         |
| Lazard Investors                       | 1,576                           | 1,280                           | 23.1        | 46                        | 46                        | 0.0         |
| Charterhouse Invest. Mngt.†††          | 1,400                           | 1,180                           | 18.6        | 48                        | 44                        | 9.1         |
| Legal & General Invest. Mngt.          | 1,292                           | 1,488                           | -13.2       | 45                        | 51                        | -11.8       |
| Touche Renmant Pension Fund Mngt.      | 1,100                           | 1,005.5                         | 9.7         | 36                        | 33                        | 9.1         |
| Geoffrey Morley & Partners             | 1,000                           | 981                             | 1.9         | 37                        | 30                        | 27.3        |

\* Includes clients in Managed Fund Service (1986 figures). † Includes clients gained in 1986, but whose assets were transferred at the beginning of 1987. ‡ Barclays Investment Management merged with the Zootie and Barings Pension Fund Department in October 1986. § In addition, advised funds amounting to £3.47bn in 1986 (22.60bn in 1985). Includes figures for Fidelity, Morgan Grenfell incorporated into County in June 1986. ¶ Includes figures for Fidelity & Barings. \*\* Includes Prudential Staff Pension Fund. \*\*\* Kleinwort Grieson and Grieson Grant merged during 1986. †† Institutional investment arm of Midland Bank and Samuel Montagu & Co merged in 1986. ††† Acquired in 1986 by Barmine Arrow Holdings plc, and merged with its UK investment operations. Barmine managed 13 pension funds clients' assets of £70m, and these are incorporated in Hill's figures for 1986. †††† Excludes clients now managed in converted vehicles post-Baring Bank. Figures for 1985 and 1986 are not comparable. ††† Part of Royal Bank of Scotland Group. Undertakes all its investment management activities.

Research: Jan Schilling

## Profile/Hill Samuel PIM

## Specialist services point the way

CAN MARK Henderson reverse the slide at Hill Samuel Pensions Investment Management?

Last year Mr Henderson rose to the managing director's spot as a result of upheavals in the group's pensions investment subsidiary, following serious client losses because of poor investment performance in 1984, 1985 and early 1986.

The most damaging individual setback was the loss of £1.2bn of the British Rail pension scheme's money, but many other clients also pulled out as Hill Samuel felt the full blast of the intensified competition in the pension fund management industry.

"We recognise that the problem lay in below-average equity stock selection," says Mr Henderson. Curiously, the international equity performance was good—in the top decile. And Hill Samuel's unit trust

management team, led by Howard Maguire, had not suffered the same problem.

Apart from appointing Mark Henderson from within, Hill Samuel also brought in David Barker, from Norwich Union, as his new superior, in the post of managing director of Hill Samuel Investment Management.

Last July, too, Mr Maguire was given additional responsibility for directing the management of pension funds' UK portfolio.

The new formula appears to have shown results in the past couple of quarters, but it is early days, and the marketing consequences of the recent performance problems will persist for several years.

"It would be unrealistic to go out actively marketing a balanced portfolio service," says Mr Henderson. "We are marketing the things that we

have done well in the past three years, and also new products."

Specialised services include international products, such as a European fund, and there is a UK small companies fund, another specialist area where performance has been good enough to be marketable.

Hill Samuel is also moving into the quantitative area, including index funds. But Mark Henderson is not concentrating just on index tracking. We pension funds' UK portfolio. The new formula appears to have shown results in the past couple of quarters, but it is early days, and the marketing consequences of the recent performance problems will persist for several years.

"It would be unrealistic to go out actively marketing a balanced portfolio service," says Mr Henderson. "We are marketing the things that we

have done well in the past three years, and also new products."

"We now offer a whole range of specialist services," says Mark Henderson. "I think it is the way the industry is going."

Yet the team at Hill Samuel Pensions Management is also keenly aware that it must focus upon the needs of its remaining balanced clients, who remained loyal through the bad times and will expect redoubled efforts.

With the reserves of client goodwill being tested, HS cannot afford to neglect its existing client base in the pursuit of what, in the short run, may be more promising growth areas. That is the challenge facing Mark Henderson. He aims to weather the crisis. "We will be back in the balanced business in a year or two," he promises.

Barry Riley

## Profile/Mercury Warburg IM

## 'Benefits of being large have risen'

DESPITE THE rise of the independent pension fund managers, Warburg remains king. In the past year Mercury Warburg Investment Management has consolidated its position at the head of the pension fund management league table, bolstered by around £500m of funds previously managed separately by stockbrokers Rowe & Pitman, now also part of the Mercury International group.

A highly professional service and some impressive investment performance figures lie behind MWIM's success. During the past five calendar years its returns have beaten the WM Company's average by between 2 and 4 per cent each year.

In 1986, for example, the total return on UK pension fund assets under management was 25.5 per cent, against 22.9 per cent for the industry average.

"There is no magic formula," says David Price, joint chairman of MWIM and deputy chairman of Mercury Asset Management. "You have to add value at each level of decision making."

But overall asset allocation decisions, he suggests, have always been a very important factor in MWIM's success. In the past year, for instance, the decision to stick with the Japanese equity market has paid off for clients, at a time when most British managers have pulled out.

The Big Bang changes in the London markets might have been expected to work against the big merchant banking groups, which had profited from the old commissions structure, but David Price says he is surprised that so few independents have taken full advantage of the new situation.

In other ways, he suggests, "the benefits of being large have actually increased in the past few years. You need expertise in all world markets if you

are to provide a balanced service." Mercury is big enough to run its own investment office in Tokyo, for example.

And somewhat unexpectedly, Big Bang has helped the big managers by increasing the liquidity of the London equity market, in particular by allowing whole portfolios of £50m or more to be sold quickly as "basket trades."

Nevertheless MWIM recognises that the structure of the pension management market in the UK is moving towards greater specialisation. Besides its basic balanced service, it is now offering specialised management of equities for Japan, Continental Europe and the UK.

"We have quite a lot of clients for these services, but fewer than we might have expected," says Mr Price.

The big event for MWIM recently has been its separate flotation as the major component of Mercury Asset Management, of which 25 per cent has now been sold to the public by Mercury International.

The City revolution has re-emphasised the need to demonstrate the independence of fund management operations of merchant banking groups.

Strict Chinese walls have, in any case, surrounded the fund management side, and it is physically a long way from the Mercury group's broking and market making operations (though it remains in the same building as the merchant bank S. G. Warburg).

David Price says that MWIM has been concerned to reassure potential clients about independence. But he insists: "The evidence is there that we vote our shares in our clients' interests even when that clashes with S. G. Warburg."

Barry Riley



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## PENSION FUND INVESTMENT 3

## Management styles

## Small is distinctive

BALANCED MANAGEMENT is still the rule for UK pension funds. By this is meant a comprehensive portfolio management technique, which takes in asset allocation—the apportionment of money between different types of investments such as UK equities, gilt-edged and overseas equities—as well as the selection of individual stocks and bonds.

The big London merchant banks have been the most successful practitioners of this approach, and some are now running many billions of client funds on this basis.

It is an approach that is naturally adopted when pension fund trustees are generally unfamiliar with investment problems. They have been drawn to the big banks, which can offer comprehensive expertise and efficiency at the cost, perhaps, of individual treatment, and at the risk of a certain degree of anonymity, with fund managers being changed around with a frequency which can annoy clients.

In the US, however, balanced managers have encountered severe competition from smaller, more aggressive management firms, which do not claim to cover the whole field but offer various kinds of distinctive styles and specialisations.

A bland, balanced formula will in the end give a rather bland, unexciting performance. To get ahead of the crowd it is necessary to do something a little different.

Such specialist managers have tended to find conditions rather tough in the UK, however. After early success some years ago, managers such as Henry & Sime and Geoffrey Morley have tended to lose clients, largely because of indifferent performance.

But there are now signs of the emergence of a new group of smaller managers, offering more individual and distinctive styles. They include relative newcomers, such as the recently spun-off Newton Investment Management (formerly part of insurance brokers Reed Stenhouse), together with several longer established investment trust houses that have moved into the pensions field.

Examples of these are Ballie Gifford and Dimeson Fund Managers, both of Edinburgh, and also the London-based John Govett, now part of the listed Berkeley Govett group.

Generally, such smaller managers seek to persuade clients they are capable of high performance, perhaps (though not necessarily) with a high-risk profile.

"We're old-fashioned fundamental investors," says Mr Michael Sampson, a director of John Govett. "An awful lot can be learnt meeting management around a lunch table."

At the extreme of high-risk stockpicking is probably Mr Walter Scott, of Walter Scott and Partners, running some £600m of international sunrise technology investments out of Edinburgh for clients who need to be braced for wild quarterly swings against the regular indices.

Another Edinburgh management firm, Martin Currie, better known for investment trusts, raised eyebrows last year by carrying off a £275m slice of the British Rail pension fund—the only small manager to be successful in that hotly contested management restructuring.

Yet Martin Currie's style is only slightly different from that of the leaders, such as Mercury Asset Management and Robert Fleming which were appointed by British Rail. It holds only 40-45 stocks in a typical UK portfolio, an unusual degree of concentration. But it still has a balanced, rather than a specialised, mandate.

Mr John Wigley, of consulting actuaries R. Watson, was involved in the BR selection process as an adviser, and points out that Prudential Portfolio Managers, another mandate winner, also offered a distinctive approach, though the precise formula has not been published. "There is diversification within the six managers that BR has chosen. Each of them has a different style—they are not all clones of Warburg," he says.

But he feels that British Rail was not ready to opt for highly specialised managers. "They could have done it, and maybe they will in due course," he observes.

Interestingly, several of the big merchant banks are also promoting specialist styles these days, and are putting them forward increasingly as an alternative, or supplement, to their balanced service.

Schroder Investment Management, for instance, can offer a whole series of mainly inter-

national equity specialisations, and has accepted appointments to run European and Far Eastern equity segments for UK pension fund clients.

One spur to the development of distinctive styles is the increasing acceptance in the UK of the indexation of sections of pension funds.

Index funds themselves represent an important category of specialised product. There is then greater pressure on the managers of the remaining actively managed parts of the funds to outperform. This inevitably forces them away from the old balanced approach.

A number of other quantitative investment management techniques are also beginning to be offered in the UK, taking their place alongside the various styles and specialisations already being marketed.

But the problem for a pension fund that is thinking of abandoning balanced management and taking this route is that it will have to find someone else to take the asset allocation decisions—or the trustees themselves will have to shoulder this responsibility. Most are not too keen on accepting the extra burden.

In the US, pension fund consultants have been ready to move into this vacuum. Significantly, many of the UK pension funds that are split between a variety of highly differentiated managers are those of subsidiaries of American parent companies, such as Ford Motor, IBM and Rank Xerox, which have between six and eight managers each.

There are only a few British companies with a series of external managers, including Unilever, Rolls-Royce and, as already mentioned, British Rail. These have between four and six different investment advisers.

In the UK, the consulting actuaries have been rather cautious about moving into this field of asset allocation consultancy, but they are considering whether the time is right. In fact, Mercer Fraser, the subsidiary of the US insurance broking giant Marsh McLennan, which last year absorbed the former British consulting actuaries Duncan C. Fraser, is already active in this advisory area.

Barry Filley



Unilever's Raphe Langham: transactions are monitored daily

Retaining top in-house teams can be difficult

## When to leave it to the pros

ONE OF the most important changes in the structure of UK investment management over the last year has been the moves by two of the largest pension funds, those of British Rail and Unilever, to close down their in-house management teams and sub-contract the work to professional investment houses.

Their decisions highlight a trend towards more specialist management, which is expected to provide an increasing source of revenue for City institutions over the next few years, and which will help to compensate for the contribution holidays that many funds are now taking.

The £5.5bn British Rail pension fund, the fifth largest in the UK, announced that it was planning to appoint outside managers in 1988. In its lengthy selection procedure, supervised by R. Watson and Sons, the consulting actuaries, a list of 25 contenders was asked to complete what is reckoned to be the most detailed and comprehensive questionnaire ever given to prospective managers. After initial interviews, a shortlist of 10

was drawn up, from which six "balanced fund" managers were finally selected last August.

The assets were transferred at the year end, leaving British Rail's 20-strong department with responsibility for property, art and other direct investments. The department also has taken limited responsibility for the asset allocation decision of the six fund managers, although so far they have not had to intervene as they are all pursuing objectives considered to be complementary (and were chosen partly for that reason).

Unilever's £2.1bn fund was also advised by R. Watson when it decided to follow British Rail's example last September. It appointed four balanced fund managers who took over the fund's assets, again excluding property, in February.

Both British Rail and Unilever made their decisions for similar reasons. It was proving increasingly difficult, and expensive, to recruit and retain a team of top investment managers who could cover a wide

variety of specialist markets in the UK and overseas.

The increasing volume of published financial information has made it difficult for any individual fund manager to remain a generalist, following all investment markets. In addition, the ending of the UK stockbrokers' commissions cartel last October has encouraged investment houses to build up internal research and dealing teams, which an in-house company pension fund could never afford.

The salaries of top-performing investment managers have soared as a result of other changes in the UK's financial markets. In particular, the ripples created by Big Bang and the increasing willingness of pension fund trustees to sack their investment managers for mediocre performance has ensured the demise of the lowly-paid bureaucrat whose brief was to manage institutional funds without taking risks and to achieve a return in line with the average.

British Rail was able to make

its sub-contracting decision more attractive in cost terms by driving a hard bargain with its managers over their fee scales. Mercury Asset Management is believed to be receiving a fee of little more than 0.05 per cent per year on the £1.5bn of British Rail assets that it manages.

What is more surprising is that both British Rail and Unilever rejected the specialist manager approach, which is now highly developed in the US. This would have required them to make asset allocation decisions between, say, UK, US, Japanese and European equities, property and conventional and index-linked gilts, and to assign a different fund manager to each set of assets.

In its pension funds for overseas employees, Unilever has experience of using specialist managers but decided against it in the UK. According to Mr Raphe Langham, the pensions officer: "The whole point was that, although our stock selection was good, our short-term asset allocation had been poor.

We decided that the people who were better at asset allocation were the investment professionals." The other reason, also emphasised by British Rail, was that in the UK there are relatively few specialist investment managers to choose between.

British Rail chose its six managers because they each had a different investment philosophy, and there was no evidence that any significant economies of scale could be exploited by letting just one or two firms manage the entire fund. The trustees showed some boldness in giving £250m to Martin Currie, a small Edinburgh independent firm which has been turning in strong performances recently after a poor patch in the late 1970s and early 1980s.

The drawback to appointing six managers with a similar brief and the freedom to allocate assets between different markets is that their decisions may neutralise each other: so that one manager's underweighting in, say, pharmaceutical stocks is offset by another manager's over-weighting. The outcome, in terms of performance, may then be similar to running an index-matching fund, but at much greater cost to the fund in terms of management fees and transaction expenses. At the extreme, one manager may be buying 100,000 Glaxo shares for the fund through the market just as another manager is selling them.

Both funds, however, insist that they are not prepared to restrict their managers' freedom of manoeuvre, and do not even require them to give the right of first refusal on all large deals to each other. Mr Langham, however, says that all transactions by their managers are monitored daily and that, if they discover a significant number of self-cancelling deals, changes may be made.

Both he and Mr Maurice Stonefrost, the British Rail pension fund chief executive, agree that the structure and relationship with their managers is experimental and may have to be changed, although they seem prepared to give the set-up a trial period of at least three years.

Over the next year, other mega-pension funds are likely to follow their example and contract out the management of their assets. But the disadvantages of appointing several balanced fund managers with similar briefs may tempt some of them down a different route, either appointing specialist managers, one for each market, or assigning the core 80 per cent or so of their assets to equity and bond index-matching funds.

Clive Wolman

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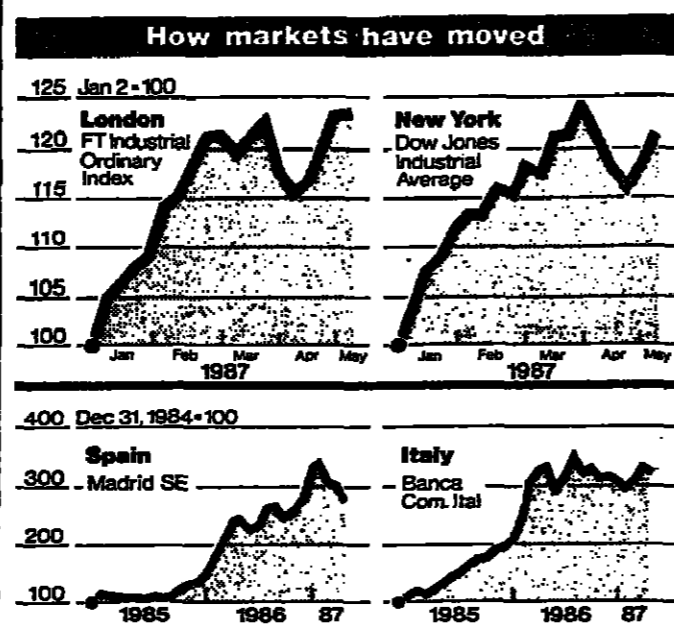


**Lloyds  
Investment  
Managers**

## PENSION FUND INVESTMENT 4



HAS  
OUTPERFORMED  
ALL THE  
OTHERS



High returns, even in such previously ignored markets as Italy and Spain, have spurred fund managers to increase their holdings of overseas equities.

## International strategies

## Assess the risk, keep your nerve

SINCE EXCHANGE controls were abolished in 1979, UK pension funds have significantly shifted their portfolios into overseas equities. And most managers remain convinced, short of a Labour election victory, that international investment will continue to form a major part of their asset base.

Overseas investment can require a strong nerve—especially in the light of the staggering price/earnings ratios demanded by many Japanese stocks, and wildly gyrating currency movements like the two-year decline in the dollar from around parity with sterling to \$1.70/£.

But the consistently high returns achieved overseas, even in previously ignored markets like Italy and Spain, have spurred fund managers, according to WM figures, to increase their holdings of overseas equities from 6 per cent of portfolios in 1979 to 20 per cent last year.

The decline in sterling against many currencies since the early 1980s peak has obviously boosted returns, but few managers can fail to be impressed by figures published recently which show average annual returns over the past 10 years of 23.4 per cent in Japan and 22.9 per cent in the Netherlands.

How do managers decide what proportion of funds to invest overseas? "The most important thing," according to Keith Jecks, of Lloyds Investment Managers, "is to understand the client's aims and liabilities—what the trustees are trying to achieve. Different clients have different ideas on what constitutes acceptable risk."

Bruce Pullman, a senior assistant director at County Investment Management, illustrates the idea. "It would be appropriate for a young, immature fund to accept a high equity or overseas weighting," he says, "but a mature fund would probably need to buy gilts to create an asset mix that closely matched its liabilities."

There are no clear ideas on the ideal proportion of overseas investment. "The figure changes with fashion," believes Mr Jecks. "It was probably around 15 per cent in 1979, but it is nearer 35 per cent now."

The fact that most funds' liabilities are purely in sterling receives some consideration in long-term planning, but tends to get ignored in the short term. "You just can't ignore the better returns on offer," said one manager.

However, liquidity is one constraint. Some markets have experienced substantial settlement difficulties in recent years, and few managers will be willing to over commit themselves unless they knew they could quickly liquidate their holdings.

The old system of investing abroad," explains Mr Pullman, "was to work out a weighted capitalisation for world markets and then overweight or underweight countries, depending on your assessment of the prospects. Having chosen the country, you would then work downwards to pick individual sectors or stocks, and the result would be that you would end up with around four to five stocks in each of a few countries."

While that relatively unsophisticated strategy worked well before 1979, it ran into problems when analysts started to find that many managers were underperforming market indices overseas. "We felt it was time to pay more attention to the benchmarks against which we are being judged," explains Mr Pullman.

County switched to using an optimisation model in 1983. Such models come in various shapes and forms, but their essential characteristic is the assessment of the risk/return trade-offs in investment decisions. The latest ideas from the United States use a technique close to chart analysis in an attempt to get the timing as well as the substance of decisions correct.

Fund managers tend to be sharply divided on the merits of some of the more arcane techniques on offer. "Most of the models are bunk," believes Peter Scott, director of International Investment Strategy at Gartmore Investment Management.

But Arif Sherani, senior economist at Banque Paribas Capital Markets, is more sanguine about their usefulness. "Models have three advantages—they impose an internal consistency on your arguments so, if you make wild assumptions, you get pretty wild results. They also allow you to quantify your assumptions. And when you do get sensible results out of the model, they can be used as a starting point for your asset allocation decisions."

County tends to use its model in a slightly different way. First it makes assumptions about the returns it expects in the short and medium terms from different markets; then it feeds those into the model to try and build a picture of the best portfolio that is consistent with those assumptions.

Some fund managers try to separate the currency from the market investment decision, and the use of options or the forward markets to lock in an exchange rate. Not everyone thinks such a strategy is wise. "Both the currency and the market risk are unstable," believes Mr Pullman, "but you have to hedge one or the other."

A different kind of hedging is portfolio insurance, which attempts to allow investors to "lock in" gains by buying and selling stock index futures. The aim is to invest in equities as the market rises, and to switch into cash as it falls. In the US, some \$80bn of funds, close to 6 per cent of the market, is covered this way.

In the UK, there has been some concern about the liquidity of the FT-SE futures market, but that objection has been overcome in recent months. Insurance will surely look a lot more attractive in a bear market—figures show that a protected fund that started in the early 1970s would have outperformed the market by about 5 per cent per annum. That result is boosted by years like 1974 when the market fell by 53 per cent and a protected fund would have risen by 0.4 per cent.

Pure indexation is a popular strategy in the US, particularly with regard to overseas markets, but has yet to gain universal acceptance in the UK. "It seems to make the fund manager's expertise worthless," complained one manager, but like insurance, indexation will probably grow in popularity, particularly in some of the smaller equity markets.

All these strategies might be rendered obsolete if next month saw the election of a Labour government, committed to reducing the percentage of portfolios invested overseas to 5 per cent, with the added hint that some of the returned money should be invested in a National Investment Bank which would pay a return similar to that on gilts.

Fund managers seem grudgingly to agree that Labour's strategy would actually achieve its aim. "Labour's tactic of using withdrawal of tax privileges to cause funds to be repatriated would probably be effective," believes Lloyds' Keith Jecks, "although over a period of years."

Some believe that managers will eventually find a way round the rules—perhaps by moving assets offshore. Others feel that part of the City would move away from London and concentrate on overseas clients.

Whether the scheme would succeed in its larger aim—of ensuring that British industry had adequate sources of funds, is more open to doubt. "Hot money flying out of the country, as overseas investors reacted to a Labour victory, would be more significant than pension money coming back in," believes Mr Jecks.

Certainly, there has been little sign that the market is inclined to reduce overseas holdings ahead of an election—which would be illogical, since so much of the rise in the UK market has been caused by the expectation of a Tory victory. So if Neil Kinnock does make Number Ten, there could be some worried frowns on fund managers' faces on June 11.

Philip Coggan

As trustees have become more demanding about returns, even the most cautious institutional investors have been forced to diversify

## Overseas equities sparkle

UK PENSION fund portfolios have undergone a revolution since 1979. The old three-way split, of UK equities, gilts and property, has been overturned in the wake of the abolition of exchange controls and almost continuously rising stock markets around the world.

Returns have been consistent above historical averages and actuaries' estimates. Last year, a WM survey found that UK pension funds, boosted by an increasing willingness to invest abroad, averaged 22.5 per cent on assets.

The star performers of the asset categories were overseas equity markets, which showed a return of 40.3 per cent, but UK equities achieved an extremely respectable 27.4 per cent. Although overseas bonds, helped by sterling's depreciation, recorded a 24.4 per cent return, more traditional investments had little hope of keeping pace.

The return on UK bonds was 11.8 per cent; on index-linked gilts, 6.8 per cent; UK property 4.3 per cent; overseas property 8.3 per cent; and cash 11.3 per cent.

Those figures rounded off a decade of substantial returns in equity markets around the world. Figures in Pension Management magazine show average returns for the years 1976-85 for the following equity markets: US 18.2 per cent, Japan 23.4 per cent, UK 22.4 per cent, Germany 18.5 per cent, Switzerland 18 per cent, France 17.2 per cent and the Netherlands 22.9 per cent.

As trustees have become more demanding about the returns they expect from their managers, even the most cautious of institutional investors have been forced to diversify their funds to take advantage of the higher returns on offer.

The WM survey found that, between 1979 and 1986, the percentage allocation of assets changed as follows: UK equities rose from 44 per cent to 51 per cent; overseas equities from 6 per cent to 20 per cent; UK bonds fell from 23 per cent to 13 per cent; overseas bonds moved from nil to just under 1 per cent; index-linked from nil to 3 per cent; UK property fell from 22 per cent to 8 per cent; overseas property rose from nil to 1 per cent; and cash fell from 6 per cent to 4 per cent.

The most notable shift has been into overseas equities, with the US taking around 7.5 per cent, Japan 5 per cent and Europe 5 per cent of total portfolios. Part of the explanation for the rise in European stock markets is the fact that institutional investors around the world have been diversifying in the wake of exchange control relaxations—so, to a certain extent, the good returns on pension fund investment have been self-created.

But the more fundamental reason was the improvement in the European economies as they emerged from the early 1980's recession. The long programmes of cost-cutting enabled companies to improve profits sharply as their economies expanded. Even stock markets in countries like Italy and Spain have attracted fund managers' attention.

However, there is a limit to the extent of UK pension funds' interest in such markets—doubts about liquidity and settlement difficulties make managers reluctant to overcommit themselves—especially in the run-up to a general election that might be followed by restrictions on overseas investment.

The Japanese markets brought some managers fantastic returns in 1986-88, although since the financial sector, which overseas investors tended to avoid, was the best performing. Few managers matched the index. Many investors remain unhappy with the market, especially in the light of the strategic pie ratios being demanded by some stocks at the moment; some have reduced their exposure to zero because of their unease.

The US market is a more traditional outlet for overseas investment—but the continuing decline of the dollar since early 1985 has lessened its attraction, as have the recent fears of a US/ Japan trade war.

Fixed-interest bond returns have produced tremendous one-off results, and occasionally had tremendous years over the past decade—as the volatility of interest rates has caused sharp rises and falls in bond prices. However, by their very nature, bonds cannot keep pace with a long-running equity bull market. It is interesting to note, though, that the proportion of index-linked gilts within portfolios has stayed fairly stable since they were introduced in

1982—showing that fund managers do not yet believe that inflation has been eradicated. If the equity markets turn, then one would expect fixed-interest bonds to increase their weighting within funds' portfolios. But 1986 saw no sign of equity downturn as UK managers reduced their weighting from 16 per cent to 13 per cent.

Property yields have simply been unable to keep up with equity returns, and such excitement as there has been in the sector has been concentrated on retail rather than office or commercial sites. As inflation has declined, so the supposed "inflation hedge" attraction of property interests have also been reduced.

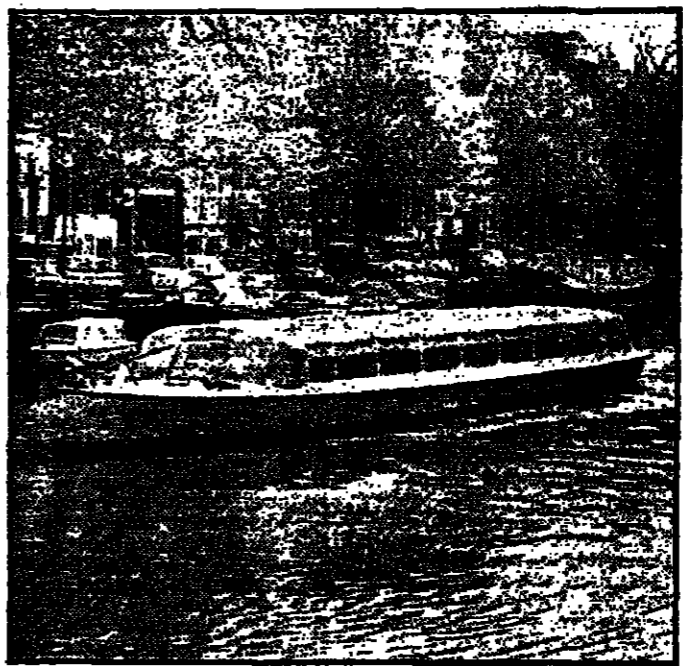
It is not so much that fund managers have sold their existing property interests, just that they have been reluctant to put new money into the sector. Perhaps the attempts at increasing the liquidity of the sector via the various schemes of "unitisation" will entice investors back to this traditional home of institutional funds.

When one turns to the allocation of new money in 1986, the trends noted over the seven-year period since Mrs Thatcher took power are even more pronounced. UK and overseas equities were the home for 73 per cent of the money received by pension funds in 1986, compared with only 40 per cent in 1979. In contrast, UK bonds and property, which together attracted 54 per cent of new money in 1979, received only 13 per cent of fund managers' new allocations last year.

The healthy rises achieved by most stock markets so far this year is likely to mean that the shift from bonds and properties into equities will continue. Much will of course depend on the result of the election, which could bring into power a Labour government committed to reducing the proportion of overseas investment to 5 per cent of portfolios.

But it would be particularly intriguing to see how the current crop of fund managers, struggling to outperform rising stock markets on three-month performance criteria, would cope with a bear market? Many must be hoping that the issue will remain a strictly theoretical one.

Philip Coggan



The 23 per cent return was interesting, too

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## PENSION FUND INVESTMENT 5

Big Bang has brought new patterns in remuneration . . .

## Five sources of savings

PENSION FUNDS have been the biggest beneficiaries of last October's Big Bang. The upheaval in the London stock market has led to cuts of more than 50 per cent in their costs of share-dealing and investment management.

The reduction comes from five different sources. The most obvious cut was the halving of the rate of stamp duty to 0.5 per cent in October. This brings London more into line with other financial centres, though it is still uncompetitive with stamp-duty-free New York.

Second, institutional investors, particularly those larger firms which have their own dealing desks, have been able for the first time to go directly to the market makers to buy and sell shares, and by-pass the stockbrokers. In the first three months after Big Bang, an average of 10 per cent of equity deals were done directly with the market makers, although since the New Year the proportion has fallen to about 40 per cent. Almost all deals in gilt-edged securities are done directly with the market makers.

Third, the market makers themselves are generally charging narrower spreads between their bid and offer prices, particularly on the larger deals of greater than normal market size. For a firm deal in the most actively traded alpha securities, the spread between the best buying and selling prices has fallen from about 1.3 to 0.75 per cent. Even on smaller deals, say £50,000 on a beta security, the spread has fallen from 1.9 to 1.65 per cent.

The fourth factor has been the cut in commission rates. For a £50,000 bargain, the average rate for institutional investors has fallen from 0.55 per cent last July to an estimated 0.3 per cent. For a £500,000 bargain, the rate is down from 0.31 to slightly above 0.2 per cent. The larger pension funds have generally negotiated a flat 0.2 per cent on all except the very largest deals.

The pre-Big Bang commission rates are misleading, however, because they reflect the concessions, known as continuations, that were granted to the larger investment managers. They were able to lump together all the transactions in a single security over a three-month period as one transaction, and thus benefit from lower commission rates. Most managers failed to pass on these concessions to their clients, although the rise of independent fund managers in recent years has encouraged a shift towards explicit fees only.

Last year, there were dire predictions from fund managers who feared that Big Bang and negotiated stockbroking commissions would mean the end of continuations, while a tougher regulatory regime under the 1986 Financial Services Act might stop other hidden forms of remuneration. The conse-

quence would have to be a probable doubling of their management fees, they said.

In fact, less than half of investment managers have raised their fees, and even their increases have been modest. For a balanced fund of £10m to £50m in UK and overseas equities, the going fee rate is between 0.15 and 0.25 per cent which makes London and Edinburgh the cheapest centres for professional portfolio management in the world. The largest funds have been even more aggressive in cutting their investment management fees, in some cases to below 0.1 per cent.

One reason for the modest increases has been the sharp rise in world stock markets since the autumn, which has boosted the value of pension fund assets and thus their actual management fees, which are calculated on a percentage basis.

A second factor has been the intensifying competition from insurance companies, US institutions and the passively-managed index-tracking funds which charge as little as 0.01 per cent per year to manage around £100m of assets.

But perhaps the most important reason is that some fund managers are continuing to benefit from hidden forms of remuneration. Big Bang, for example, has not affected the commission-sharing arrange-

ments, or the use of high-charging in-house unit trusts, for overseas investments which account for a growing proportion of the total Mercury Asset Management, for example, in its share prospectus in March admitted that its additional commissions and charges on overseas transactions were a "particularly important" source of revenue.

Even when pension fund trustees understand what is going on, they often prefer their charges to be paid indirectly, out of the investment returns of the fund, rather than explicitly. In local authority pension funds, for example, investment management fees come directly from the ratepayers and may have to be approved by the authority's politically-led finance committee, whereas stockbroking commissions and continuations are taken directly out of the funds.

Many of the large banking groups which have acquired stockbroking firms originally planned to integrate their brokers' fund management operations into their own. However, they have had to allow the brokers' pension fund clients to continue to be serviced directly by the brokers, so that they can pay out of the now artificially inflated commission levels rather than through fees.

The new regulatory regime is

not proving to be as hard as expected on hidden benefits. Despite their tough statements of principle, the officials of the new self-regulating body, the Investment Management Regulatory Organisation (Imro), have had to water down their rules on hidden benefits by their own committee, which is dominated by practitioners. The Securities and Investments Board also has backed away from imposing any radical changes. All forms of hidden benefit will be permitted, provided they are disclosed in some form or other, even though the full implications may not be spelled out.

Some investment institutions have complained to Imro that its rules will let in a new type of covert continuations benefit, reshaped for the post-Big Bang dual capacity market. Fund managers will be able to buy shares cheaply and then pass them on to their clients at a higher price; or, conversely, to charge a mark-down on shares sold by their clients. It will often be impossible to ascertain what price the client could have obtained had he dealt for himself, particularly in a large line of stock. Most pension fund trustees are unlikely to be able to judge how much of the dealing price they are giving away to their investment managers.

Thus, for the smaller pension fund at least, the fifth source of potential savings in the post-Big Bang era, lower total investment management fees, may prove difficult to realise.

Clive Wolman

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## Agency business regains ground

SEVEN MONTHS after the Stock Exchange's Big Bang restructuring of trading and commissions, institutional investors are settling down to their new patterns of dealing in securities.

Before Big Bang all business had to be done through agency brokers, but the new trading system made it possible for institutions to deal on a so-called net basis, without payment of commission.

In the early weeks after Big Bang some of the more macho institutions, in particular the merchant banks, demonstrated great enthusiasm for bypassing the agency brokers and going straight to the market makers. But since then the balance appears to have swung back somewhat towards agency business.

There is a feeling that the brokers have by now sorted out which are the good clients and which are loth to pay commissions. The more niggardly clients can no longer assume they will receive research and other services regardless.

Widely different attitudes persist, even among apparently similar large institutions which manage pension funds. Two clearing bank subsidiaries provide good examples of the varying stances.

County Investment Management (owned by National Westminster) does some 80 per cent of its UK equity business on an agency basis.

Generally speaking, it deals almost entirely with agency brokers except on special deals such as large placings, or so-called "basket" trades which involve whole portfolios of stocks.

In sharp contrast, Barclays de Zoete Wedd Investment Management transacts 70 per cent on a net basis for pension fund clients, at any rate in the biggest hundred or so "alpha" stocks (with the less highly capitalised betas the trend is said to be shifting a little more back towards agency business).

A third example is Prudential Portfolio Managers, which has arrived at a different solution again, a split of 45 per cent agency against 55 per cent net, which apparently has not changed much since Big Bang day.

Why pay any agency commission, even if the rate is only half what it used to be? Roy Peters, a director of County Investment Management, lists various reasons. Thus an agency broker is required to seek best execution, and can also provide anonymity which an institution will lose if it tries to check out the market directly. These factors are important on difficult orders.

Moreover, fund managers need to pay for research, which it is uneconomic for each institution to provide for itself independently.

There is also a desire to pay for a better service, such as the first telephone call with an interesting story. In some circumstances, too, brokers are in a position to perform favours for their best clients, as in allocating stock in privatisation issues.

At PFM, Mick Newmarch, the chief executive, takes the pragmatic line that "we are eager to reward people who help us." But he says that he is very disappointed at the quality of post-Big Bang research, one of the most important services which he is seeking from brokers.

"We hoped that negotiated commissions would free brokers to be more serious about research," he says, "but there has been a discernible deterioration." Mr Newmarch

complains that there are fewer in-depth reviews, and that the internationalisation of research has not been very impressively done.

Other fund managers do not appear to have noticed quite such a decline in the quality of research, though they suggest that analysts may be concentrating on telephone work rather than printed circulars.

If so, one of the Pru's rivals points out, it may be that managers like the Pru which are aggressive on commission rates may not be getting the top quality service which they expect.

Certainly the smaller pension fund managers tend to be keener to pay agency commissions, and perhaps to offer a little more than the standard 0.2 per cent, in order to be sure of getting the best treatment.

A big fund management business like BZWIM—which runs over £1bn, not all for pension funds—can afford to be rather tougher; it is too large for brokers to shun.

But one reason for its somewhat greater emphasis on net trading may be that it is the leader in index funds (it manages some £2bn on an index-linked basis) and clearly there is little point in paying commission and receiving research when buying and selling are largely determined by computer programmes.

In other areas, however, BZWIM is keen to keep brokers happy by allocating commissions. "We want the early phone call," says Alan Foster, deputy chairman of BZWIM.

He points out that it is important to control the basis on which fund managers transact business. Fund managers can deal on an agency basis, but must not do net bargains, all of which have to be passed to the specialised in-house dealers.

The reasoning is that BZWIM must be able to show that it is getting best execution on behalf of its own clients. Only skilled dealers can be confident of getting the best prices when they deal directly with market makers.

Another challenge posed by the Big Bang changes has been to the elaborate system of "soft" commissions which has grown up to facilitate payment by fund managers for certain services. For instance, performance measurement has frequently been paid for by passing business to a sponsoring broking firm. The information service DataStream was frequently paid for on this basis in its early days, when it was associated with brokers Hoare Govett, and the practice has tended to spread.

However, the commission reductions following Big Bang have raised questions about such practices. "We shall advise our clients not to perpetuate soft commissions," insists Mick Newmarch, of Prudential Portfolio Managers. "Soft commissions will inhibit PFM's negotiations on fees."

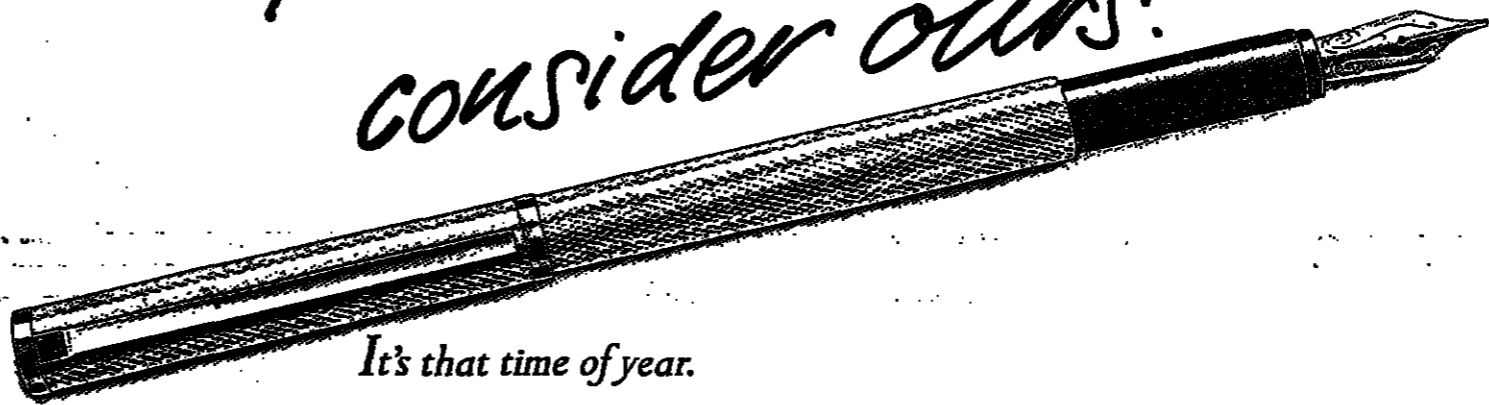
Some other managers tend to like soft commission arrangements, however. They can be used to ensure that the clients pay for services directly, and that the burden does not fall on the managers. This may be acceptable for performance measurement, but it is less obviously desirable for, say, Reuters screens, which might be thought to be chargeable to the manager's account.

Regulatory bodies, like the Investment Management Regulatory Organisation (Imro), may have to rule on this in due course. For the time being the draft Imro rule-book is relying on disclosure rather than on rigid yes-or-no decisions.

Barry Riley

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## PENSION FUND INVESTMENT 6

## Institutional responsibilities

## Wanted: a short term remedy

THE FINANCIAL world is, increasingly, divided into two camps: those who believe that the stock market is the efficient sum of all human knowledge, and those who claim that it is short sighted and irresponsible, dominated by speculators with very short-term time horizons. In the past year or two, the market's critics have been gaining the upper hand. The concept of market efficiency, hitherto more or less unchallenged in academic circles, has been questioned. More seriously, there has been growing concern about the evident priority given by institutional investors to short-term investment performance.

The pension funds, in particular, have been under attack. In the closing stages of contested takeover bids, they have time and again shown themselves to be more interested in the odd penny per share than in long-term strategic arguments.

There are a number of explanations for this preoccupation with short-term performance. Perhaps the most obvious is that the level of speculative activity always tends to rise in bull markets. This can be best illustrated with figures from the New York Stock Exchange, which has a long run of data. In 1981—just before the big bull run—the turnover ratio on the Big Board (reported share volume as a proportion of total shares

listed) ran at 33 per cent. By 1986, that figure had climbed to 64 per cent, by far the highest level seen since the great crash. Other reasons include high real interest rates—which have forced both companies and investors to look for very high rates of return from long term investments. Companies' time horizons have also been shortened by the shock of 1981, which led them to place much greater emphasis on cash management at the expense of large scale investment projects.

The investment institutions have been encouraged to higher levels of activity by a proliferation of new financial products together with the lower transaction costs which have resulted from Big Bang. And as more and more pension funds are switched from in-house management into the hands of independent managers with discretionary powers, so the business has become more competitive and performance measurement has become more important.

The consequences of a higher level of activity are not all bad. Greater volume in a market leads to greater depth and liquidity, and helps to reduce the cost of capital. Sleepy managers are forced to look over their shoulders, and those who become swept away by grand visions of a distant future tend to get brought to earth with a bump. Good examples of this are Thorn-EMI and STC. In both

cases, management felt that the City had failed to grasp their long-term strategies, but it turned out that investors' misgivings had been only too well founded.

For the most part, however, "short termism" is seen to have adverse results for the economy. The standard complaint is that it discourages companies from investing in their future—through research and product development which tends by its nature to have a long-term payback. And it encourages the growth of companies which are primarily interested in financial management—a steady rise in earnings per share and an active fan club in the City. According to their critics, they swallow up soundly based manufacturing companies, and boost their profits by cutting off development spending and selling off outlying activities. Asset stripping, it is used to be called.

There have been signs in the past year that the pendulum has been swinging in the other direction. The hostile reaction to BTR's unsuccessful attempt at Pilkington is the most obvious example of a change in fashion, and there have been other examples of bids being turned down which might well have succeeded if short-term considerations had been all-important. One recent case was the failed bid by Williams Holdings for Norcross.

However, there is no reason to think there has been any lasting shift in investors' perceptions. The problem is that institutional investors are now by a wide margin the main owners of British equities: the pension funds alone are reckoned to control about a third of listed equities. Yet for the most part, they still act like proprietors. Rather than exert direct influence on the management of poorly run companies, they prefer to seek a predator to do the job for them. And well run companies fear that they cannot count on their shareholders' support through lean times.

These anxieties about the responsibilities of institutional investors have become a political issue, and not one which is just confined to the left. They led directly to the CBI's attempt to build a bridge between industry and the City through the working party which is now under way, and they have brought calls for change from within the financial and government establishment.

At one extreme, it has been suggested that "short termism" should be subject to tax penalties, either through the reimposition of some form of short-term capital gains tax, or through the removal of tax privileges from pension funds which turn over more than a certain proportion of their portfolio each year. At another,



Mr David Walker: a personal crusade

there are suggestions that arrangements should be set up to allow investors to act in concert if they wish to bring about changes in a company without putting it on the auction block. One idea is that the Bank of England might act as a sort of informal clearing house in such cases.

However, such an approach would be likely to be greeted with intense hostility, and not just from the companies concerned. In the words of Mr Stanislas Yassukovich, chairman of Merrill Lynch Europe, "It would edge us towards a corporatist system which would not be in the long-term interests of capitalism."

He is strongly opposed even to such limited forms of collective activity as the recent efforts by institutional investors to preserve pre-emption rights. Although big investors should make their voices heard by the management of the companies in their portfolios, they cannot claim to act for all shareholders since they often have conflicting interests.

Between the two extremes of tax penalties and collective action, there are other ways of encouraging a more stable relationship between companies and their big investors. Many of them have been put forward by Mr David Walker, executive director of the Bank of England, who in a series of speeches in the past two years has made the issue something of a personal crusade.

Among the more attractive ideas are:

Greater disclosure. Institutional investors should be expected to report on an annual basis the turnover of different parts of their equity portfolio. Questions could then be asked about unusual levels of activity, especially if—as often seems to be the case—high trading does not lead to an above average performance. There might also be a case for greater disclosure about the response of individual institutions to particular takeover bids.

Companies, too, should reveal more about their spending on research and product development, and give some idea of the expected returns. Mr Walker has proposed an innovation statement, which would comprise an indication of total spending on new products or services that are expected to reach the market in, say, one, three and five years' time.

Companies have a legitimate interest in the management of their pension funds, particularly in the degree of investment risk appropriate to their circumstances. Boards should encourage trustees to be clear in their policy instructions to their investment managers. For their part, trustees should not fire managers if an agreed risk strategy has led to a disappointing performance over the short term.

Pension fund managers are the agents of their trustees. Their patterns of behaviour must, in the end, be set by the people who pay their bills.

Richard Lambert

## Fund-splitting

## A servant called master trust

FUND-SPLITTING, once a peculiarly American phenomenon, is becoming increasingly common in the UK. And although the British pattern is still nothing like as complex as across the Atlantic, where corporate pension managers often sit at the centre of an elaborate web of specialist managers, there are rapid changes taking place.

Extreme cases include the British subsidiaries of US multinationals, while the newly privatised aero-engine company Rolls-Royce lists five main managers plus seven international advisers.

Chase Manhattan has just completed a survey of 29 UK company pension funds selected at random from the near-250 funds with assets of over £100m. The average value was £387m, and for the 81 per cent which were managed externally the average number of fund managers was between five and six.

So far, however, most funds are only experimenting with the new kind of structure, and the logic of dividing money between different investment advisers has not been fully worked out. There is an obvious risk, for instance, that different managers will be buying and selling the same shares at the same time, creating needless dealing activity which cannot be to the benefit of scheme members.

Mr Roger Urwin, of pension consultants Mercer Fraser, has been involved in the development of asset allocation models which have regard to the liabilities of schemes.

Depending on the extent to which the liabilities are fixed—as with deferred pensions—and the extent to which they are linked to final salaries, different allocations should be used, according to an optimal model.

However, many schemes simply use a balanced manager, who makes his asset allocation decisions according to purely investment criteria—that is, which market seems likely to

yield the best returns over a short-to medium-term forecasting period.

Alternatively, it is possible to buy the asset allocation service separately, with the money then being apportioned to individual specialist managers.

According to Mr Urwin, some funds are moving towards the pattern of setting up a balanced core fund together with a series of specialised satellites.

"That's a situation that is certainly becoming more popular. But specialisation in the UK is in its infancy," he says. "If specialisation is to develop, the range of other services available to pension schemes will have to be improved. At present, many services, such as custody and accounting, are bundled into the comprehensive, balanced service provided by the big managers, such as the leading merchant banks."

The true costs have usually been disguised, largely because of the ability of the integrated merchant banks to earn revenues through commission sharing, and although this has now come to an end in the London market, there are still often lucrative transaction fees charged on overseas deals.

Even performance measurement is often paid for through "soft" commissions, even though this service is actually carried out by independent organisations.

But there is a possibility that greater levels of disclosure, and the effect of changes in the structure of the financial markets, will lead to the unbundling of many of costs and revenues associated with pension fund management.

If so, independent providers of such services may be able to compete, whereas at present they stand little chance of charging fees to scheme managers who think they are getting such services for nothing.

The desire to break into the business of providing ancillary services to pension funds lay behind Chase Manhattan's deci-

sion to conduct its survey. It is considering whether a US-style master trust concept can be introduced into the UK.

There are bound to be major differences of application in the UK, where as yet there is nothing like the Employee Retirement Income Security Act (ERISA), which has proved such a burden to US pension plan trustees and such a boon to a multitude of advisers and providers of specialist services.

However, Elizabeth Vann, of Chase's global custody department in London, claims that the survey indicated there could be scope in the UK pensions industry. "It was a very positive response," she suggests. "As the UK moves towards the US pattern, so the scope for master trust services will expand."

Two of the 29 funds are already actively considering a master-trust type of arrangement, she suggests. Another of

the US leaders in the field, State Street Bank, is also interested in developing the British market.

Master trust is a range of services rather than a single package. It can include custody, reporting (including reports to regulatory bodies), performance measurement, cash management and asset/liability modelling (similar to that offered by Mercer Fraser). It can also take in the record keeping of scheme members, the sort of number-crunching often carried out at present within company pension departments.

Master trust services are used by three-quarters of all medium and large US pension funds. The big banks are keen to break into a corresponding market in Britain. But first they will have to persuade pensions managers that the fees represent value for money.

Barry Riley



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## PENSION FUND INVESTMENT 7

### Flow of funds

# A bear needn't spoil the holiday

"WE'RE ALL going on a pension holiday, no more payments for a year or two... more than one board of directors must have been tempted to him a few bars of Cliff Richard over the past year, as cuts or holidays in pension contributions have given a handy boost to pre-tax profits."

There is little mystery about the cause. For almost a decade, fund managers have outperformed the assumptions of actuaries who have traditionally expected returns of around 1 per cent over wage inflation and 3 per cent over price inflation. Figures from the Combined Actuarial Performance Survey (Caps) show that cash flows have declined sharply over the last three years.

In 1984, median cash inflows were 3 per cent of the value of funds, or 2.4 per cent on a weighted average basis. By the following year, those proportions had declined to 1.7 per cent and 1.5 per cent respectively. But last year the median cash inflow was only 0.1 per cent, and on a weighted average basis there was actually an outflow of 0.8 per cent.

Translated into money terms, the Caps figures show that the average fund received a cash inflow of £2m in 1984, of £1.5m in 1985, and incurred an outflow of \$0.9m in 1986.

Not all commentators agree with the figures. Phillips & Drew calculate that new cash

flow, as a proportion of total pension fund assets, was 6 per cent in 1986, although well down on 22 per cent in 1985—but all seem to agree on the direction of the trend.

One reason why the shift is expected to continue is the effect of the 1986 Budget, which required funds to choose one of three routes to reduce surpluses—increased benefits, reduced contributions or give refunds to employers—if the fund was judged to be overfunded by more than 5 per cent of its actuarial value.

Since many schemes were already offering close to the legal maximum benefits, cutting back on contributions will continue to be the preferred route. In the short term, that will present little problem since, after years of better than expected returns on assets, fund managers will be able to meet the cost of existing benefits from their investment income.

But the impressive investment performance of funds hides some underlying factors which have been making an impact on their cash position.

The recession, and the consequent slimming down of workforces in the early 1980s, led to a host of early retirements. For the pension funds, that meant a reduction in their long-term liabilities; but in the short term, it meant lump-sum cash payments to those leaving their jobs early and a reduction in the

number of pension contributors.

Another underlying factor affecting cashflows is the better treatment now afforded early leavers. Previously, the raw deal received by mobile workers subsidised those who stayed with companies for most of their careers—hardly a formula designed to produce a thriving economy. But now, for reasons

**The decline in cash flows has prevented fund managers using new money to alter the balance of their portfolios.**

of equity as much as to ensure a more flexible workforce, early leavers receive much more generous transfer values.

There is little fear, despite these factors, that the pension holidays could be overdone. The strength of the equity markets easily outweighs the other changes. According to Richard Chapman, of Bacon & Woodrow:

"All things being equal, the current state of holiday-taking could last for up to five years. But what if, as some analysts fear, there is a bear market? Surveys show that pension funds have undergone a massive re-allocation of assets since Mrs Thatcher came to power in 1979.

Funds have been shifted out of traditional safe havens, like fixed interest bonds and property, and into more risky, but recently more profitable, equity markets both in the UK and overseas.

It would probably take a massive decline in equity markets to cause funds any problems. "The likely result of a collapse in the stock market would be an acceleration in the trend towards starting pension fund contributions again," believes Mr Chapman.

However, one effect of the decline in cash flows has been the inability of fund managers to use new money to alter the balance of their portfolios. They have been forced to take more "active" decisions—selling parts of their existing holdings to change the weighting of their investments.

Two longer term factors affect the prospects for pension fund cash flows. The first is the growth of personal portable pensions, which will enable employees to opt out of company pension schemes.

Such pensions are particularly expected to attract younger employees, leaving the pension fund with a rapidly ageing and thus rapidly benefit-receiving pensioner base. Although some managers believe that the decline could be offset by the inclusion of the many millions

of workers previously unpensioned, some view the impact of portable pensions with trepidation.

The other factor is demographic. Government statistics indicate that the number of pensioners is likely to increase from 9.9m. in 1984, to 12.5m in 2025, while the size of the workforce remains static.

Given the increasing trend towards higher benefits and index-linked pensions, there will inevitably be a significant impact on pension fund cashflows somewhere in the next century.

How serious this greying problem might be is difficult to assess. If the economy and stock market booms, then investment income will, as in the last few years, probably be more than enough to cope with the increased benefits that will result from wage and salary growth.

But a sustained slump, timed at exactly the wrong moment, might trigger demands from fund managers for increased contributions from employers and employees at exactly the time when both are feeling the pinch. If that happens, then the 1980s era of pension holidays will be seen as a halcyon age, and the strains of Cliff Richard will be replaced by "Buddy, can you spare me a dime?"

Philip Coggan

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### Regulation

## October deadline looks possible

PENSION FUND managers and trustees face a summer of poring over complex rule-books, talking to advisers and filling in application forms as they get to grips with the new system of regulation of financial services.

Following the passage last year of the Financial Services Act, anybody carrying on investment business must apply to be authorised—normally by an approved self-regulatory body—before a deadline (dubbed "P-Day") which has not yet been fixed, but could be as early as October 1.

The application of the new regulatory system to pension schemes has always been somewhat controversial. The original stance of the National Association of Pension Funds was that schemes were users of services rather than providers of them, and therefore should stand outside the new framework.

That stance has been modified, but even now there is a degree of doubt over the precise conditions in which pension schemes could fall on one side or another of the regulatory borderline.

It is quite clear, however, that external investment advisers such as merchant banks or independent managers will need authorisation.

Normally they will belong to the Investment Management Regulatory Organisation (Imro), an entirely new body which is establishing itself in offices in the Centre Point office tower, next to Tottenham Court Road tube station.

Imro is itself in the process of applying for recognition as a self-regulatory organisation (SRO) by the top regulatory body, the Securities and Investments Board (SIB). But provisional membership applications are already being processed.

It is clear, too, that in-house investment practitioners need to be regulated. The most practical way is likely to be to set up the investment executives in a separate management company (if the management operation is not constituted in this way already). The managers can then seek corporate membership of Imro.

The trustees, however, present different problems. Originally, when drawing up the new legislation, the Department of Trade and Industry was inclined to bring all trustees within the "fit and proper" criteria which will be applied throughout the financial services industry.

It was pointed out by the NAF that this could pose embarrassing problems where trustees had been appointed or elected by unions or workforces. What would happen if a duly elected trustee was deemed not to be fit and proper by some regulatory body?

So it was agreed that a line should be drawn between trustees and investment managers. But this has required the devising of rules for what trustees cannot do if they are to avoid what, from early in 1988, will be the criminal offence of carrying on investment business without authorisation.

Basically, the formula is that a trustee will not need authorisation for his basic responsibilities of selecting managers, setting strategy and so forth. He will even be able to take isolated decisions, such as whether to accept takeover bids, or whether to change investments on political or ethical grounds.

But what a trustee will be barred from is playing any role in the day-to-day management of investment operations of his pension fund. He will not be

able to instruct the manager with any frequency.

How this formula will work out remains to be seen. According to John Morgan, Imro chief executive and himself a trustee of the British Rail pension scheme: "Trustees are puzzled and possibly a bit cross that they are being forced to debate a fine philosophical point."

Certainly there is a school of thought in the pensions industry that the new rules will constitute an unwarranted interference in the powers of trustees. So long as the trustees act carefully to the guidelines SIB and Imro are committed not to prosecute. However, there is bound to be a grey area in the degree of frequency with which interference by trustees will be permitted. Eventually, there may have to be test cases, if trustees decide to challenge the regulators.

But despite the complications, Mr John McLachlan, board member of Imro and investment manager of the Reed International pension fund, says the new framework could bring benefits.

"In a positive sense, it will clarify relations between trustees and sponsoring companies, which in a majority of funds have been mixed up with each other," he argues.

He suggests that, in quite a number of smaller companies, a casual situation has developed in which company officials informally make investment decisions. This will have to stop.

Mr McLachlan, who is also chairman of the investment committee of the NAF, accepts that the new regulatory set-up will prove expensive. "But it is not a negative thing, it is quite a positive approach," he insists. Although trustees in general will not need authorisation, there could be a layer of pension fund supervision which will need to be covered.

Some funds are run through executive sub-committees operating on behalf of the trustees, including executives and sometimes outside consultants. These people might need authorisation, perhaps as individuals, where they are close to the day-to-day dealings of the funds.

Imro is offering a special low annual subscription rate for such individuals of £200 (plus VAT), on the basis that their annual gross revenue from investment business of the kind regulated by Imro is less than £25,000.

John McLachlan gives an example of the Reed International investment committee, which consists of two trustees, two executives and two outsiders. They are likely to need authorisation.

This could be sought individually, or the committee could be collected together as a little company which would seek corporate membership of Imro.

Corporate membership for in-house investment managers would certainly be preferred, because, although individual authorisation might also be possible, it would carry serious risks. If key managers were to fall ill or otherwise be put out of action, the fund might be temporarily left with nobody properly authorised to manage it, pending the completion of a possibly lengthy new membership application procedure for an alternative manager.

There are complex matters to consider, and the fear among the regulators is that many pension funds will be too slow in facing up to all the implications of the new regulatory system.

Barry Riley

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## PENSION FUND INVESTMENT 8

## Property

## Smaller portions should look more appetising

DEVELOPERS, chartered surveyors and banks go about their business with one question running continually in the back of their minds. When will the pension funds be back in the property market?

In a way the question is misplaced, because the funds have never been out of it. But what they have done is sharply to downgrade the level of their investment and thus play a significant role in the changing pattern of development finance.

Institutional investment in property has slackened considerably since 1982 and the banks have stepped into the breach, providing a greater volume of short-term funding. They have a motive for asking the question because they need to know how they can get their money out. They need to know who will be refinancing their loans.

Developers, for their part, know that only the blue chip property investments are likely to attract institutional support under present conditions. While it is true there is no shortage of finance from other sources, they would welcome the extra variety of sourcing which would come from a revival of pension fund interest.

Chartered surveyors for some time have been urging the necessity of property investments to achieve portfolio balance for pension funds and of course, have a vested interest in increasing turnover in the industry.

The problem has been that equity investment has provided the funds with high short term gains and for managers under a constant measurement of performance the Stock Exchange has looked a much better place to be.

The other problem for the funds has been that, while property has traditionally been a secure investment, it is also a very lumpy one. Big projects demand heavy spending and they can be difficult to sell.

So, much stress now is being laid on drawing the funds back into the market with the introduction of new investment vehicles, which will allow property to be swallowed in smaller bites. And, if the portions are smaller then the market should be more liquid and, as the sponsors of the new vehicles hope, more attractive to the funds.

These vehicles come under the heading of unitisation and securitisation. The essence of the scheme is to take a building and either make it the sole asset of a company which can issue shares and float debt securities or to split it into units which can be sold as property income certificates or as shares in a trust owning the building.

The Stock Exchange has been drawing up the listing requirements, which should soon be announced, and then it is hoped that buildings will be brought to the market. "Unitisation will transform the market for large property investments, where there are currently few buyers," according to Weatherall Green and Smith, the chartered surveyors, "but the market's continuing success may depend upon the total value of the units exceeding the existing open market value of the property."

But this transformation is likely to come only gradually and it is not by any means certain how many funds will rush into the new market. Certainly the sponsors are hoping that those who have disappeared will be lured back and that small funds, driven away by the

size of investment necessary will re-think their purchasing policies. Debenham Tewson and Chinnock, chartered surveyors, who monitor pension fund property movements, have stressed the importance of the smaller funds. In a recent study the firm noted that, "It is the small and medium size funds that have recorded the sharpest reduction in their commitment to property."

"The overall rating given to property in the early 1980s (that is, the share of their investment portfolio) was 12.15 per cent, but by 1985 this had fallen by 50 per cent to just 8 per cent. For the largest pension funds (£1bn or more assets) the downturn has been only 10 per cent, while for those of £500-£1bn the reduction was 22 per cent," Debenham says.

Pension fund investment in property has tended, in any case, to run at a lower level than that of the insurance companies. But while insurance company net investment has edged up since 1984, the yearly totals for the pension funds have gone down since 1981, when new money invested came to £243m.

Department of Trade and Industry figures show new investment slipping to £797m in 1985, down to £306m in 1986. At the end of last year, however, quarterly investment figures were the highest for any three months since 1985, at £182m. Whether this is a freak figure, or whether it is a response to the shortage of office space (not only in the City of London but in many provincial centres); to the retail trading boom; or to the high yields available on many industrial properties, is not yet clear.

Generally, the funds are cautious investors. The greater part of their spending is likely to be in the south east of the country and their interest in offices tends to concentrate on central London and the major provincial centres.

But their interest in office property has declined this decade as they have expanded their retail interests. The Investment Property Databank, on the basis of surveys of institutional investment, has drawn up a profile of a typical portfolio containing 49.9 per cent offices, 33.3 per cent retail property and 14.8 per cent industrial property. But the sources of rental income are slightly different—50.8 per cent offices, 28 per cent retail and 21.2 per cent industrial.

The next moves are obscure because so much depends on whether the upward trend of the equity market continues. Fletcher King, chartered surveyors, has predicted continuing demand for central London offices and for space at selected locations on the M25 ring around London. Despite regional variations, the industrial market is strengthening and business parks are beginning to draw in institutional investment. The retail sector is also strong and the search is on for market town properties where the prospects for rental growth are most extensive.

Whatever happens the pension funds will remain, despite their apparent indifference to the property market, vital to the industry. As the Investment Property Databank noted, the 10 largest insurance companies and the 10 largest pension funds between them have property investments pushing up towards £200bn in value.

Paul Chesworth

## Personal pensions

## Company schemes may be hit



Mr Norman Fowler: expansion without upset

THE 1986 Social Security Act, if and when it comes into operation next year, will represent a watershed in UK pension provision.

Its revolutionary proposals are likely to make a dramatic impact on private pension provision, and on the underlying fund management. But as yet no one knows which way the provisions will operate in practice.

At present, employees are either in the State Earnings-Related Pension Scheme (Serps), or they are in a final-salary pension scheme operated by their employer which is contracted-out of Serps.

The decision as to whether the employee is contracted-out rests with the employer. And for the vast majority of company pension schemes, membership is compulsory for employees as a condition of employment.

All this will change if and when the Act comes into operation. The major change in the pensions scene brought about by the Act is that employers will be able to opt out of their company pension scheme and Serps and make their own pension provision through a personal pension.

Moreover, employees will be able to opt out of their company scheme and Serps and make their own pension provision through a personal pension.

The other major change in the pensions scene brought about by the Act is that employers will be able to set up company pension schemes on a money-purchase basis, which can be contracted out of Serps.

There are three major effects that the Act could bring about. First, those employees not in a company pension scheme could take a personal pension instead of being in Serps. To encourage employees to do this, the Government is paying, until April 1993, a 2 per cent extra incentive contribution from the National Insurance Fund.

Second, those employers currently without a company pension scheme could set up their own money-purchase scheme. If these two things happen, then private pension provision will be expanded without greatly upsetting the present final salary-based company schemes and the investment managers and investment houses that manage the funds.

Certainly, Mr Norman Fowler, the Social Services Secretary, author of the Act and the whole pensions reform, is predicting such an event as the likely course of events.

But there is another scenario—that employees who are cur-

rently members of company final salary pension schemes, particularly the younger employees, will vote with their feet and come out of their company schemes.

These employees would be likely to take a personal pension, though if they have been in their employer's scheme for at least two years they will not be eligible for the incentive contribution. But if they have been persuaded to come out by a smooth-talking life salesman, then he will also have persuaded them to take a personal pension.

It is, however, by no means clear that the employee has to take a personal pension if he comes out of his employer's scheme. He may come out, because he or she resents compulsion, simply to get a higher take-home pay from lower pension contributions.

If this does happen—and the Government Actuary is guessing that 500,000 employees under the age of 45 will do just that—then there will be an impact on company schemes.

This would be slow at first, but ultimately it would lead to a slowing down in the growth of the pension fund assets, and eventually to a net disinvestment. Those finance houses that are heavily into pension fund management would be severely affected, with little in the way of offsetting the loss.

Personal pensions can only be issued by life companies, unit trusts, banks and building

societies. Most of the major life companies manage their own investments and are expecting a boom in pension sales from the Act.

Some merchant banks and other finance houses do have life companies and unit trust subsidiaries. However, the probable growth in personal pensions business is very unlikely to offset the run-down in assets managed for final-salary company schemes. These financial institutions will have to seek other forms of pensions management.

To start with, many smaller life companies employ outside investment managers. Others could follow this lead, if the financial institutions can show that it has the expertise to do the job cheaper and with better returns.

Pensions schemes operating on a money-purchase utilised basis are going to have their investment performance continually monitored, just as unit trusts are currently monitored every month.

Several building societies have indicated that they are keen to become major players in the personal pensions field. If they stick to deposit-style contracts, then there is nothing in it for the investment houses.

However, several societies have said that they want to offer equity-based contracts as well as deposit-based contracts. Many will be looking for investment managers to handle their equity investments, at least for

the first few years. The prospects do not look much better for company money-purchase schemes.

There is nothing to stop an employer running his own money-purchase scheme. But most employers currently without a scheme are small employers. They are unlikely to want the hassle of running their own scheme, especially the administration involved. They are more likely to use an off-the-peg scheme from a life company, especially as most of the administration is also handled by the life company as part of the package.

The life assurance industry as a whole should gain from the new scenario. But within the industry there will be winners and losers among the companies.

Those life companies with little pension business at present could well expand their involvement and be looking to strengthening their investment backing. However, the established life companies with considerable company pensions business, such as Legal & General, Prudential Assurance and Standard Life could see their overall pension business switch, with a drop in company final-salary schemes offset by a rise in personal pensions and small money-purchase company schemes.

However, these life companies have their own in-house investment teams and should cope with the change in investment brought about by the switch between types of pensions business.

In general, personal pensions business is more profitable to life companies than company pensions business, because charges on the latter have been kept low through competitive pressure.

The Government, despite having the powers in the Social Security Act, is not imposing any controls on the charges and expenses that life companies and others may impose in their cost structure for personal pensions. Nor is there any control or limitation on the underlying investments.

It needs to be emphasised that this is a completely new situation. Financial institutions need to be flexible in their planning, and be ready to switch strategies as the pensions scene clarifies after April 1988, assuming there is not a change in Government.

Eric Short

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## PENSION FUND INVESTMENT 9

## Index funds

## Passive trackers gain ground

ONLY THREE years ago, index-tracking funds and the quantitative analysis of share price movements on which they are based, were scorned by nearly all pension fund trustees and most managers as an esoteric transatlantic product of little relevance to the UK. Since then, the value of those UK funds which are passively managed to track the returns on some form of stock market index has risen to more than £10bn, or about 2.5 per cent of the value of UK equities. That proportion is already large enough to affect the market, particularly in privatisation issues when there is a scramble to build up a full weighting in the stock.

It is, however, far below the 10 per cent figure for the US stock market and has yet to make any major impact on the fee structures of investment managers or on the methods of trading equities. Although most UK trustees have discussed indexation as a response to poor investment performance, few have so far taken the plunge. The marketing costs for the pioneers of indexation in the UK are proving high.

The growth of passive management can be seen as a reaction against the supposedly short-term trading approach to investment management of many British funds. That approach has given rise to two types of criticism.

One is that, in each of the last four years to December 1986, about 60 per cent of UK pension funds have managed UK equity portfolios which have achieved lower returns than the FT-A All Share index, the broadest measure of performance of the UK stock market. In overseas markets, particularly the US and Japan, their performance since 1983 has been even more dismal.

More specifically, data collected by the US-based pension fund consultants Frank Russell suggests that, if UK fund managers have been able to add any value for their clients over the last five years, it has been in their asset-allocation decisions between different stock markets, currencies and equities or bonds.

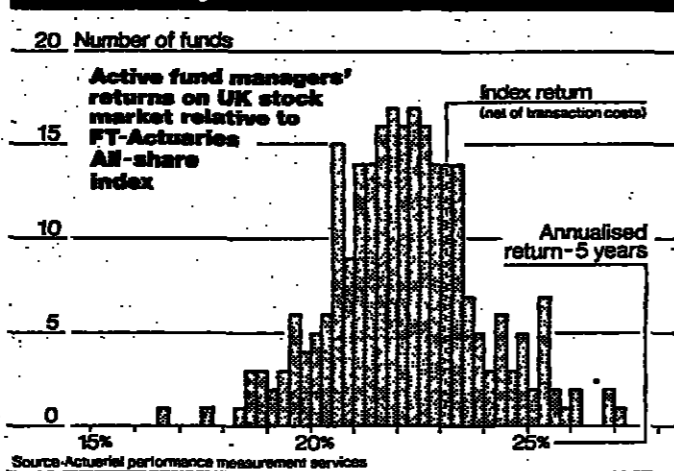
The conclusion is that pension fund trustees should remove the risk of such under-performance, and save some of their management fees, stock-brokers' commissions and other dealing charges by setting up a passive fund to match different stock market indices.

The other criticism, made by the Bank of England executive director, Mr David Walker, is that fund managers should more actively monitor and influence the performance of the companies they invest in, and not rely exclusively on the possibility of a takeover bid to replace



British Telecom active lines, passive fund

## Why consider indexation?



poor management. On this view, passive management represents the most extreme form of the hands-off attitude of UK professional investors.

The largest passive fund in the UK is that managed by Postel for the British Telecom and Post Office pension funds, although Postel does not apply the more rigorous index-tracking methods of other funds.

Other company pension plans with in-house passive management include Esso and Mars. However, the most important index-matchers in the UK are the external, specialist investment management houses. The largest manager is BZW Investment Management, the subsidiary of Barclays bank which was one of the first to develop and market a product three years ago. BZW now has £2.2bn under management in passive funds,

of which about half are the assets of the giant Barclays pension fund.

The second largest manager is County Investment Management, the National Westminster subsidiary, which has generally been the more innovative in developing and marketing quantitative investment techniques for the UK market.

Both BZW and County use an optimisation technique developed by the Californian consultancy firm, Barra, which allows them to select a sample of the stocks that make up the index, whose share price performance will match that of the index to within one percentage point in most years.

In fact, the managers invest in nearly all the largest 100 or so stocks, which account for more than 70 per cent of the market capitalisation of the All Share

index, and apply the sampling method to select approximately another 150 of the smaller companies. Investing small amounts of cash flow in all of the thinly traded stocks in which the market-makers quote wide spreads is generally considered too expensive, although the stockbroking firm Quilter Goodison, has run a fund for several years which fully replicates the index.

The sample is based on comparing the risk exposure of different companies calculated from their key financial and accounting ratios (price-earnings ratios, yields, currency exposures) which have proved reliable indicators in the past. As many as 40 different factors may be used to select the best sample. For the more complex Japanese market, Barra and Nikko Securities have developed a model which uses 64 different factors.

County also offers index-tracking funds based on the use of financial futures, in particular stock index futures on, for example, the FT-SE 100 index in the UK or the Standard and Poors 500 index in the US. The tracking is less accurate, but the transactions costs can be considerably lower, particularly for smaller funds and those investing in overseas markets which have stock index futures, such as the US, Japan, Hong Kong and Australia.

BZW offers an international index fund based on a sampling technique that allows even small pension plans to track a world index by investing in only six markets. Although the tracking error (above or below) is three to four percentage points

per year, the under-performance of most UK pension funds in world markets has been greater than this.

The alternative method of running a passive index-tracking fund on the basis of sampling was adopted last year by the insurance company, Legal and General, which had been suffering a loss of pension clients following a period of mediocre performance. Its method, called stratified sampling, is based on a system developed by another US consultancy firm, Wilshire Associates. All the largest 100 or so stocks are selected, plus another 100 to 200 smaller stocks (depending on the size of the fund). The main criterion in selecting these stocks is to ensure that the fund has invested in the correct spread of industrial sectors, which accurately reflects their weighting in the index.

The lack of performance statistics make it difficult to judge the most appropriate method of indexation, full replication, optimisation or stratified sampling. It probably depends on the size of the fund and its attitudes to risk. Chase Manhattan bank is now marketing all three methods in the UK based on its experience in the US.

Clive Wolman

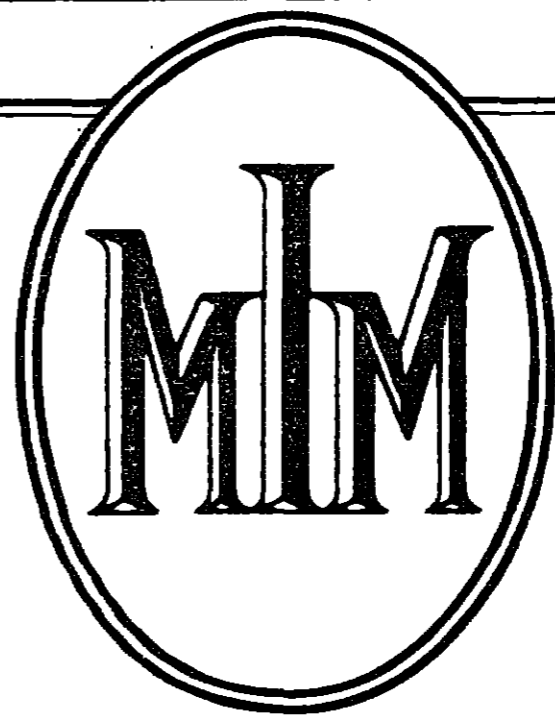
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## PENSION FUND INVESTMENT 10

## Trustees

## Guidelines for the tightrope

THE 1986 Financial Services Act is revolutionising the operations of all investment services, from the handling of major portfolios to the selling of life contracts.

No one who is not authorised under the Act will be able to handle investments or give investment advice when it comes into force—the expected date being the beginning of 1988.

Trustees are involved in the Act in a number of ways, though their position is far from clear cut.

First, occupational pension schemes as such are not investments as defined by the Act. But the underlying assets are defined as investments.

Second, trustees are becoming more involved in advising members of pension schemes on such matters as: the investment of lump-sum payments from the fund; investment of transfer payments, when employees change jobs; and, under the new framework, personal pensions—compared with company schemes.

The Act is extremely vague on the trustees' role in giving advice to members, and so is the Securities and Investments Board (SIB), the body responsible for operating the Act.

However, with regard to the investment of the assets, the Act itself and the SIB are much more specific on the authorisation position.

Under Trust Law, the trustees are technically responsible for the investments of the pension scheme; and technically should be authorised. However, the SIB has enough problems authorising existing investment firms, without getting involved with

the trustees of pension schemes—there are literally thousands of company schemes. So its guidelines to trustees on their investment responsibilities are clear-cut.

If the trustees are not involved in the day-to-day investment decisions of the funds, then they do not require authorisation.

Very few trustees actually handle the investment of the funds under their control. Invariably this is delegated to investment managers—either internal or external—with varying degrees of discretion.

The investment managers must be authorised in order to carry on their business, usually through the Investment Managers Regulatory Organisation (Imro) the self-regulatory body operating under the SIB for this sector of the investment market.

The SIB has laid down guidelines on what trustees can do in connection with their investment responsibilities without these being regarded as being day-to-day decisions.

Regular decisions on asset allocation, in consultation with the investment managers and other advisers: it is usually for trustees to meet quarterly, or half-yearly, to review the allocation of new money and the existing portfolio in relation to the division between equities, fixed-interest and property.

The laying down of overall guidelines to the investment managers and their periodic review—such as no investments in South Africa.

Involvement in specific investment decisions of a one-off nature, such as consultation between the investment managers

and trustees over particular takeover situations.

Selection of investment managers, and a review of their investment performance, either internally or, as is more usual, using external firms specialising in pension fund performance measurement.

This list of activities covers the general involvement of most trustees in investment matters. So it would appear that they do not need authorisation to continue with this aspect of their responsibilities.

However, as the SIB keeps warning, the ultimate decision on whether or not to authorise is not the SIB's. The conditions for authorisation are laid down in the Act, and trustees should consult their legal advisers.

Indeed, trustees have been consulting their legal advisers on a variety of matters in recent months.

There is the famous McGarry decision, in the National Coal Board judgment, that trustees must invest solely for the benefit of their members and must not take into consideration personal feelings. And the judgment in the Courage pension fund showed that trustees have to take care over the distribution of pension scheme surplus.

However, trustees' responsibilities have been brought into focus strongly over their role when the parent company is involved in a takeover battle, usually as a defender.

A company cannot acquire its own shares to protect itself against a predator, but there is nothing to stop its pension scheme acquiring shares in the parent company.

It is generally held that self-

investment by a pension scheme in the parent company should be strictly limited. The whole objective of a funded company pension scheme, set up under trust, is to make the financial fortunes of the parent company in respect of benefits secured to date.

However, employees made redundant following the takeover of their company will not be reassured to be told that their pension benefits to date are secure.

Bryant Holdings recently fought off a bid from English China Clays, using the pension scheme assets to buy its shares. This had the support of employees, anxious to preserve their jobs, even though, as an investment decision on its own, it could be questioned.

However, the opinion of leading pension lawyers is that such use of pension fund assets is fraught with danger. At the end of the day, trustees may have to prove in court that it was in the members' interests, as pension beneficiaries, not as employees, that the parent company should not be taken over.

There have been other instances of the abuse of responsibility for pension assets in takeover situations, and there are calls for legal controls on self-investment, say to a limit of 5 per cent of assets.

Though pension scheme members are wary of legislation on investment controls, such a move, as part of general legislation on takeovers and mergers, would be welcome, if only to clarify the position.

Eric Short

## Performance measurement

## A new task that needs a specialist

EMPLOYERS and trustees of company pension schemes are no longer prepared to allow their investment managers to look after their pension scheme assets without a check on their overall performance.

The days when the employer passed over the pension contributions every month to a merchant bank and then forgot about it are over.

The employer, in a final salary based pension scheme, is effectively underwriting the finances of the scheme and a shortfall in investment performance by the managers means that he will have to increase his contributions in order to maintain the solvency of the fund.

By contrast, a top class investment performance means that employers can reduce their contributions and use the money elsewhere in their business.

Profits are currently being given a substantial boost through the contribution holidays many companies have been able to introduce as a result of a very good investment performance by their pension schemes.

There are, however, two basic problems in checking the performance of investment managers.

• First it is a highly technical exercise and the measurements used must not have any built-in factors that prevent an objective assessment of the managers' investment ability.

• Secondly, the exercise needs to be carried out independently of the investment managers themselves, though they need to be made aware of both the fact that their performance is being reviewed and of the results. Indeed, their co-operation in providing the data is essential.

These two features point to the need for the performance measurement to be carried out by a separate internal department under the trustees' control, or, as is more usual, by an external firm specialising in performance measurement.

There are a few such firms operating in the UK, which have built up a high reputation for efficiency and impartiality, such as the Edinburgh-based Wm Company or the Combined Actuarial Performance Services run by the leading consultant actuarial firms.

The development of performance measurement is comparatively new and techniques are still to be refined.

The money weighted rate of return is a straightforward calculation showing the actual return on the fund. This demonstrates whether the first objective of investment—to match prices and salary inflation—has been achieved.

Indeed, it is possible to calculate a rate of investment return, adjusted for earnings or price inflation, that will give trustees and their actuarial advisers a more precise measurement on how the fund is dealing with its inflation objective.

However, this measure is not really suitable for comparing the performance of investment managers or different sectors, since it is influenced by the time during the period when new money became available for investment.

The alternative is time-weighted rate of return.

This is a series of money weighted returns over short periods linked together to eliminate any timing bias. It

does not represent the actual return on the funds, but is ideal for comparison purposes, just as a redemption yield is widely used for comparing different fixed-interest stocks, even though it does not represent any practical return.

In addition to comparing managers, the time-weighted approach is used to compare with standard indices. The FT-Actuaries All-Share, adjusted to a total return basis, is the standard measure for equities.

In several other areas techniques are by comparison crude. Unlike equities, there is no ready market value that can be placed on property investments and as a result it has to be valued by a surveyor specifically for this purpose.

Each major estate agency firm in the commercial property field has its own property index,

however, with no element of standardisation in the valuation methods.

The growth in overseas equity investment has brought problems in performance measurement, too. Here there is a need to separate and identify the local market element from the currency element.

Trustees need this performance analysis, but a proper assessment would require daily information in building up the weighted return.

The publication of the comprehensive FT-Actuaries World Indices has, therefore, been widely welcomed by the performance measurement firms as providing a valuable benchmark for assessing overseas investment.

Finally, there is a need to

identify and measure the risk element of a portfolio. At present a 10 per cent yield on gilts is given the same degree of influence as a 10 per cent yield on equities.

Performance measurement in the UK is centred around risk and volatility analysis, using a complex mathematical statistical approach. However, this treatment rests on the basic assumption that risk can be defined mathematically—a contention that is not completely accepted in the UK.

In the UK, the approach is to identify the nature of the investment risk in a pension fund by linking assets and liabilities, and liabilities are invariably expressed in real rather than monetary terms.

Eric Short

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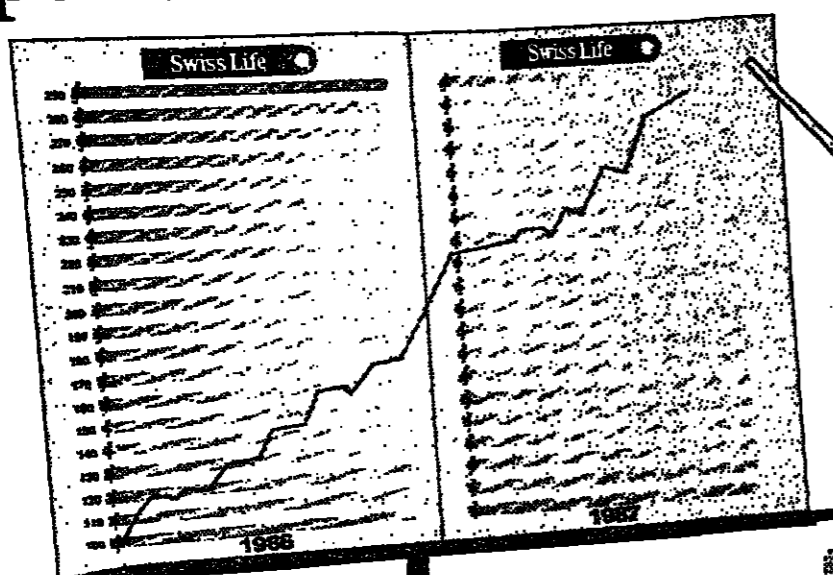
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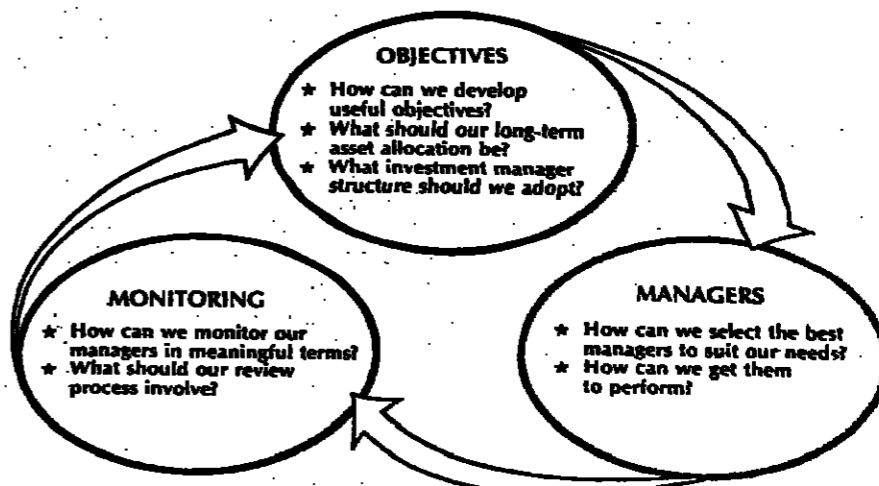
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## PENSION FUND INVESTMENT 11

New techniques

## Portfolio insurance can tame the bulls and bears

THE MOST far-reaching and controversial technique that British pension fund managers have imported from the US over the past year has been that of portfolio insurance.

On some estimates, the value of assets covered by portfolio insurance in the US is more than \$80bn; and many claim that, at least on two occasions, it has had a stabilising effect on the entire US stock market.

The three pioneers in the UK market have been County Investment Management, the National Westminster subsidiary, which has initiated several quantitative investment techniques in the UK; Baring Fund Managers, in what has been a surprisingly bold initiative for the subsidiary of a traditional merchant bank; and Chase Manhattan Bank.

Chase already has over \$6bn covered by its portfolio insurance in the US, and has been building up a presence in London's securities markets over the last two years. So far, only County has won any substantial accounts, and it now has about \$70m covered by its insurance.

In the US, the hedging techniques that have been developed are particularly attractive, because they allow companies to use the surpluses in their pension funds to strengthen their own balance sheets. Different accounting and tax rules remove such opportunities in the UK, but portfolio insurance remains several other attractions.

The purpose of portfolio insurance can be defined simply: to protect investors from any loss of their capital in an equity bear market, while allowing them to participate in the benefits of a bull market. The investor has his capital "insured" against a fall in the value of his equity portfolio, in return for sacrificing some of the bull market returns, a sacrifice which represents the cost of the insurance premium.

The mechanics of the operation, however, are less straightforward. The simplest way to buy such insurance ought to be through the purchase of put options on a stock market index which tracks reasonably closely the returns on the investor's portfolio. To insure a widely diversified portfolio of UK equities, for example, put options on the FT-SE 100 index should provide reasonable protection. If the stock market, and the investor's portfolio, rises, the options will expire worthless. If the stock market falls, the options can be exercised to offset all the losses.

Few pension funds, however, will be able to follow such a strategy. First, it is difficult to buy longer-term (and preferably out-of-the-money) FT-SE put options in sufficient volume to insure an entire portfolio, except perhaps at a prohibitively high price which would be well above the theoretically fair value. Second, even if a theoretically fair price for the options is paid, this type of insurance remains expensive.

Third, the investor's portfolio may perform differently from the FT-SE 100 index. Portfolio insurance tackles this problem by using a very different technique, based on an application of modern portfolio theory. A "synthetic" put option is created on the equities in the investor's portfolio by continuously shifting his assets between equities and cash or short-dated bonds in response to price fluctuations. County Bank also uses FT-SE 100 futures contracts as a substitute for buying or selling the underlying securities.

Suppose the investor specifies that, at the end of each year, he wants a guarantee that the value of his assets will not have fallen in nominal terms. If his entire portfolio was in short-dated bonds, assume that he would receive interest of around 10 per cent.

At the start of the year, his assets might be divided equally between equities and bonds. If the equity portfolio starts to fall in value, part of the assets would be shifted into bonds to compensate. The further the equity portfolio falls, the higher the proportion of assets held in

bonds. Conversely, the sharper the rise of the equity portfolio, the lower the proportion held in bonds.

The success of this strategy hinges on getting right the trigger points at which a rise or fall in values prompts a shift in asset allocation. Too sensitive a trigger point can lead to excessive transaction costs. More important, in a period of no major stock market trends but just a series of small "whipsawing" fluctuations, the strategy can lead to a steady erosion of capital values as the fund moves into cash just before the market rebounds and moves more in equities just before it falls.

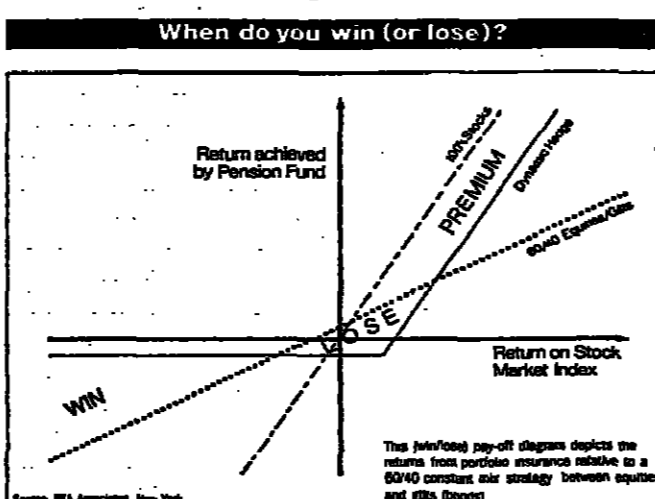
BZW Investment Management, the Barclays bank subsidiary, has so far decided against selling the portfolio insurance system that it has developed because it has continuing doubts about whether the system can really deliver the correct results, and in particular whether it can more or less guarantee the investor's capital against loss.

Every fund management house that uses portfolio insurance in the US or UK has its own trading rules, although all are based on statistical analyses of patterns of stock market volatility. County, for example, has adopted a US system by testing out models on no fewer than 15,000 "simulated" years when different patterns of stock market volatility have been tried out.

Some managers apply completely mechanical computer-driven systems, others allow the individual fund manager some degree of discretion. Discretion has been emphasised more in the US as a result of the risks which have been highlighted recently of a sharp stock market movement triggering a mass of destabilising buy or sell orders from the computers of the portfolio insurance managers.

The critics of portfolio insurance say that it is unsuitable for pension funds, which are supposed to have a long-time horizon, although ironically they concede that it might be better suited to individual investors, to whom it has never been marketed. Undoubtedly the shorter the time period over which a pension fund demands protection (whether this protection is defined as no capital loss or just a small loss), the higher the cost of the insurance in terms of the loss of upside benefits.

But portfolio insurance supporters argue that, just because the downside risk can be



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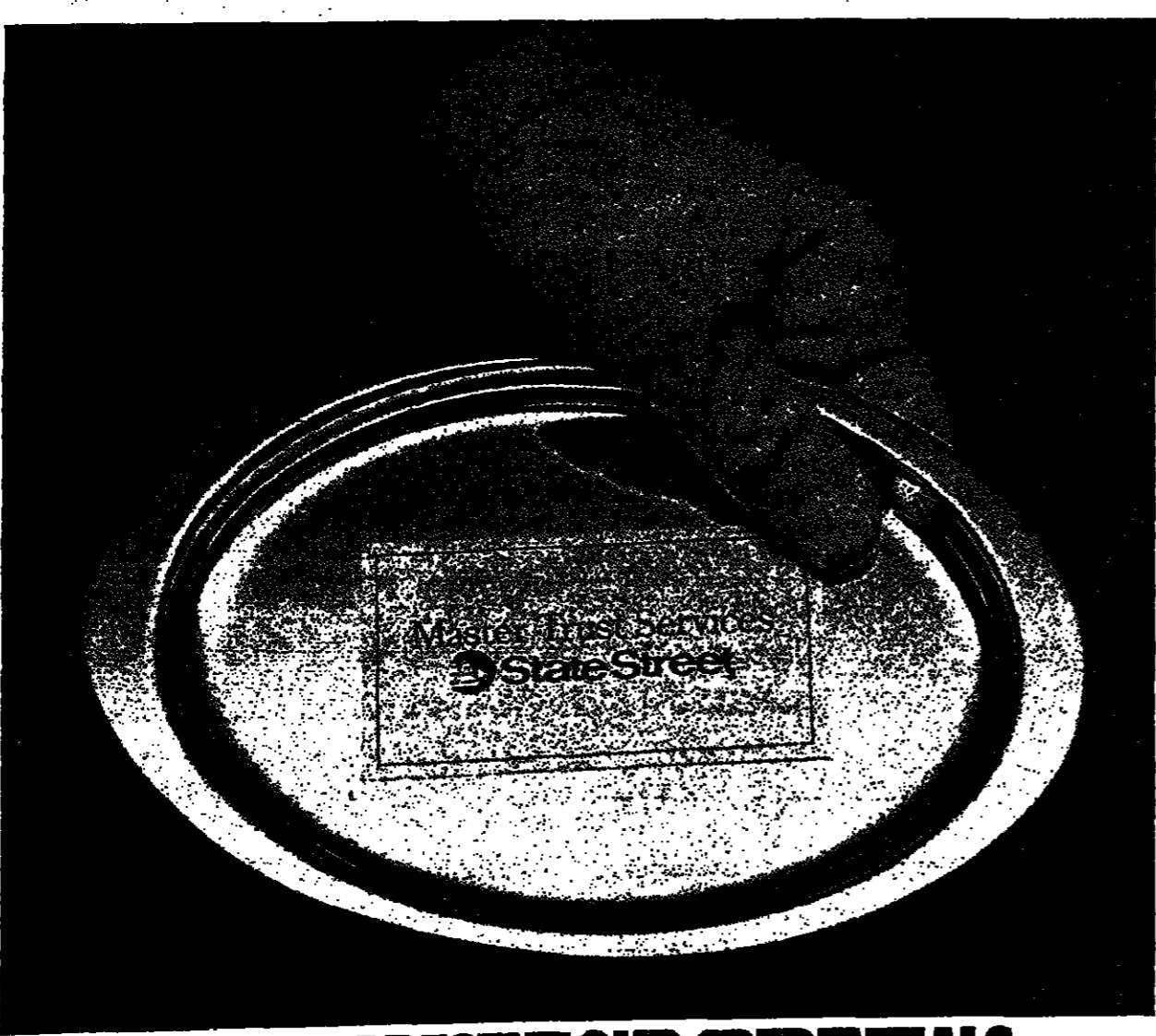
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## PENSION FUND INVESTMENT 12

## Taxation

## Light on a crucial statute

INVESTMENT MANAGERS who act for pension funds have to be skilled in the intricacies of taxation. Although the 1970 Finance Act calls a pension fund which has been approved by the Board of Inland Revenue an "exempt approved scheme," that does not mean that it is exempt from tax on all its income and capital gains.

The exemptions laid down by Parliament are interpreted very narrowly by the Inland Revenue, and indeed the rather more generous interpretations which some pension funds' local tax inspectors have adopted in the past appear to be under retrospective review.

Since nearly every word counts, here is what parliament said in the 1970 Finance Act, in subsections 2 and 7 of section 21:

"(2) Exemption from income tax shall... be allowed in respect of income derived from investments or deposits... held... for the purposes of the scheme."

"(7) For the purposes of capital gains tax, a gain shall not be a chargeable gain where it accrues to a person on his disposal of investments... held... for the purposes of the scheme."

Deposits are mentioned in the income tax subsection, but not in the other one. So, although the interest on, say, a dollar bank deposit is exempt from income tax, any rise in the dollar against sterling between the days of deposit and withdrawal produces a potential capital gains tax liability (subject, of course, to indexation relief and to the annual exemption figure for pension funds, currently £3,300).

What is an investment?

The Inland Revenue have consistently maintained a restrictive interpretation of the word, based upon old High Court judgments. But new and welcome light was shed upon the question last July, in the Chancery Division, in the case of Marston (Inspector of Taxes) v Marston.

In his judgment, the Vice-Chancellor, Sir Nicolas Browne-Wilkinson, said that, in determining the meaning of the word "investment," the courts need to have regard to current commercial practice and to modern markets and investment opportunities.

The Revenue are not taking the Marston case to the Court of Appeal, so it may be that they are at last beginning to doubt whether their rigid view that

traded options, for example, are not investments has been justifiable since the London market opened, in April 1978. There are long-running tax disputes involving those pension funds which entered the London traded option market before the day of the Royal Assent to the 1984 Finance Bill.

Parliament has intervened to end the dispute over whether certain financial instruments are investments, in relation to current and future transactions (without expressing any opinion as to their past investment status), by specifying that "a contract entered into in the course of dealing in financial futures or (some) options shall be regarded as an investment" with effect from July 26 1984.

In fact, as reported in the FT at the time, the Government conceded investment status to financial futures retroactively, but refused similar treatment for options. Furthermore, while the 1984 legislation covers all financial futures worldwide (and not merely those dealt in on recognised futures exchanges), it covers only a limited selection of option instruments:

□ Warrants listed on stock exchanges designated by the Inland Revenue;

□ London traded options;

□ LIFFE (London International Financial Futures Exchange) options;

□ Traded options on designated stock exchanges overseas; and

□ CBOE (Chicago Board Options Exchange) and EOE (European Options Exchange) options (by extrastatutory concession).

In particular, the 1984 legislation does not cover:

• Options on futures (except LIFFE options);

• Stock Exchange traditional options; or

• Commodity futures.

Although the general tax law relating to options and futures was improved in 1985 (in relation to options on futures and commodity futures), and although clause 68 of this year's Finance Bill, as published on April 8, contains proposals to make further improvements (in relation to Stock Exchange traditional options and UK over-the-counter options etc), there appear to be no plans to extend the scope of the protection of the 1984 legislation to pension funds that wish to make

use of the full range of hedging instruments on offer at the present time.

Where is the line between hedging and trading?

This is an issue that affects many investing institutions, among them investment trusts and unit trusts; and it is too large to go into here. However, there are a few points where the question of trading is particularly pertinent to pension funds.

Underwriting new issues might be regarded as a trading activity, using the Revenue's narrow criteria, but in fact Parliament has specifically given pension funds exemption from tax on underwriting commissions (provided that the underwriting does not constitute a trading activity). This happened as long ago as 1971, and no pension funds seem to have been assessed as traders in respect of their underwriting activities.

In sharp contrast, the Revenue have been sticking firmly to their contention that stocklending by pension funds—lending stock to facilitate deals on the Stock Exchange, in accordance with procedures agreed with the Revenue—is a trading activity, and the Chancellor has so far declined to put stocklending on a par with underwriting.

The refusal of exemption for stocklending fees probably has no effect upon the amount of tax collected from pension funds, because the prospect of a tax bill effectively discourages trustees from agreeing to lend stock to the market. The fees are modest in relation to the trouble of lending stock, and having to pay 45 per cent tax makes the service uneconomic. Why 45 per cent tax? Because pension funds are only exempted from the current 18 per cent surcharge under section 16 of the 1973 Finance Act in respect of "income from investments, deposits or other property held for the purposes of a fund," and that description does not cover stocklending fees.

If the management of a pension fund's portfolio is divided between external investment managers, there are two special pitfalls to beware of. One is statutory, and the other depends upon the view taken by the Revenue.

If the independent investment managers take different views of the prospects of, say, ICI stock—there being none in the

portfolio managed by Manager A but some in the portfolio managed by Manager B—it may happen that Manager A buys ICI stock and then Manager B sells ICI stock a week or two later, after it has gone or dim.

The trustees will find to their dismay that they have fallen foul of Section 473 of the Taxes Act, which is aimed at a sort of sharewashing operation, and that they cannot recover much of the 28.99 per cent (27.73rd) tax credit on the ICI dividend.

The other danger, if this happens more than once, is that the Inland Revenue may suggest that such short-term turnover constitutes dealing, not investment.

The tax problem of foreign currency bank accounts was mentioned towards the beginning of this article, but there are other tax worries for pension funds with foreign portfolios, where the trustees think it prudent to hedge the exchange risks. Some currency options are protected by the 1984 legislation, and so are all currency futures; but what about forward sales of currency? As foreign currency is not regarded by the Revenue as an investment, a capital gain on a currency transaction carries a potential CGT liability: but is it a capital or is it the profit from an adventure in the nature of trade? There appears to be an extrastatutory concession covering forward currency transactions with a clear link to investment transactions, but how clear does that link have to be?

There are many other puzzles and oddities—I have not even mentioned works of art or woodlands, nor the intriguing consequences of the fact that the capital gains tax exemption in the 1970 Finance Act is not required (by Section 36(4) of that Act) to be construed as one with the Capital Gains Tax Act 1979—but maybe, at least, it is clear that rationalisation of pension fund taxation and exemption is long overdue.

It ought to be possible to protect the Revenue against abuse of the system by a few funds, while enabling the investment decisions of the great majority of pension fund managers to be taken against a background of fiscal neutrality.

Ralph Newnes  
Spicer and Paget

ONCE AGAIN, UK pension funds have turned in a sparkling year, profiting from the heady growth of the world equity markets.

The top return for pooled pension funds in 1986 was from Baillie Gifford, which added a healthy 35.5 per cent to its clients' investments. The median return of 24 per cent was also high, and even the bottom performing fund at 13.6 per cent covered clients' liabilities.

Pension fund liabilities are linked to earnings and inflation, and last year both were kept at the comfortably low rates of 7.4 per cent and 3.7 per cent respectively.

In 1986, for the fifth year in succession, there were strong real returns for pension funds. While, as would be expected, the tops and bottoms are less extreme, the average return over five years remains at nearly 24 per cent, and at a healthy distance from inflation and earnings rates of growth.

Yet, what the bald statistics do not show is the upheaval that has taken place in the pooled pension fund market during the intervening years. While, only five years ago, the market was still dominated by the life offices with their traditional managed funds, last year most places in the top 10 were firmly in the hands of the unit trust companies—only three life offices even got a look in.

Five years ago, few unit trust funds existed. The pooled pension fund market had grown up in the early 1970s, when life offices introduced them as an alternative to insured funds and direct investment.

It was not until the 1980s that the unit trust companies entered the field. Led by Murray Johnson and Martin Currie, several of the leading investment houses set up single-exempt funds. These were unit trusts which were, in fact, very similar in constitution to managed funds. Subsequently, "packaged" exempt funds investing in a range of in-house funds were introduced by managers such as Baillie Gifford and Henderson.

The life offices were almost caught napping as the more aggressive unit trust houses turned in slick presentations at the investment management beauty parades—as the selection of pension fund managers is aptly called. But the unit trust managers were not just slick. They differed from the traditional managers in two important ways.

They offered high exposure to equity markets at a time when world markets were showing very good returns, and they offered flexibility and individual attention in a way that life offices never had. Flexibility was particularly the feature of

| Pooled pension fund performance |                         |      |                                  |      |
|---------------------------------|-------------------------|------|----------------------------------|------|
| One year (21 Dec 85-21 Dec 86)  |                         |      | Five years (21 Dec 81-21 Dec 86) |      |
| 1                               | Baillie Gifford (P)     | 35.8 | Confederation Life (L)           | 26.9 |
| 2                               | Martin Currie (S)       | 32.2 | Fraser Green (S)                 | 25.8 |
| 3                               | London & Manchester (L) | 32.0 | Alexander Stenhouse (S)          | 25.1 |
| 4                               | Fidelity Intl (P)       | 30.7 | Scottish Widows (L)              | 25.6 |
| 5                               | Henderson (P)           | 30.7 | National Prov Inst (L)           | 24.6 |
| 6                               | Murray Johnson (S)      | 29.6 | Provident Mutual (L)             | 24.6 |
| 7                               | Confederation Life (L)  | 28.9 | Sun Life (L)                     | 28.3 |
| 8                               | Chemical Bank (S)       | 28.8 | Bankers Trust (S)                | 24.2 |
| 9                               | Mercury Warburg (P)     | 28.3 | Clerical Medical (L)             | 24.1 |
| 10                              | Sun Life (L)            | 28.3 | Crown Life (L)                   | 24.0 |
| Total funds                     |                         | 53   |                                  | 35   |
| Fund average return             |                         | 24.0 |                                  | 23.4 |
| National average earnings       |                         | 7.4  |                                  | 7.5  |
| Retail Prices Index             |                         | 3.7  |                                  | 4.9  |

(L)=life office managed fund (S)=single exempt fund (P)=packaged exempt fund

Source: Pension Management, April 1987

## Pooled funds

## Life offices lose ground as unit trusts accelerate

the packaged exempt funds, which, by offering a range of funds, could be used to match the needs of individual pension funds more closely.

Indeed, many of the unit trust companies managed to deliver what they promised. All of those in the top ten for 1986 had extremely high exposure to equity investment at home and abroad. The total average investment in equities was 85 per cent and, in the case of Baillie Gifford, was as high as 88 per cent. By comparison, none had any investment in property; and the rest of the mix was made up of fixed interest, cash and small investments in index linked gilts.

Of the top performing life funds over a five-year basis, only two managed to compete with the unit trust managers last year—Confederation Life and Sun Life. Looking at the asset allocation, the life funds tend to be a broader base of investment, with more funds in property and index linked gilts. They, too, had a high exposure to equities last year, but not as high as the unit trust companies.

Robert Baker, of Mercer Fraser, conducted the pooled pension fund survey for Pension Management. He explains: "At present, there is a trend for unit trust services to do better than the life offices. One reason is, quite a few of them are relatively new and relatively small and can therefore be more flexible in their strategies. But as they grow larger, it is difficult to see this advantage continuing. 'The Scottish Widows' fund is now over £2,000m, and Scottish Amicable's is £1,600m."

"The second reason is that unit trust services tend to be offered by managers with a naturally high weighting in equity markets. For funds to have done well in the last five years, a high equity content helped," says Mr Baker.

Yet, it is not just a case of being in the right market at the right time. In an equity market it is also vital to be able to select the right stocks.

Logically, sector selection seems most important, but good stock selection will come through over the long term. For

example, Confederation Life has a relatively conservative asset mix, but is one of the top performing funds because their investment managers were able to select stocks very well," says Mr Baker. Confederation Life's 1986 asset mix was equities 63 per cent, fixed interest 20 per cent, property 6 per cent, cash 6 per cent. The managers were also top performing fund over the 10-year period (1975-86).

The new blood of the unit trust managers on to the market has widened dramatically the alternatives for pension fund trustees. But the choice is made very difficult at present, because most of the unit trust managers are so new in the management of pooled pension funds. As every investment rule book says, it is foolhardy to concentrate too much on short term performance statistics and this is especially true for pension funds, whose long term liabilities mean one year's investment return is just a drop in the ocean.

Robert Baker says: "Ideally, you need a three- to five-year time-frame, and for some investment houses there isn't a sufficiently long track record to tell whether their success is because they are good or lucky. Where we do recommend unit trust services to our clients is where they have track records of another sort—perhaps in individually managing pension funds."

But the managers have not yet experienced a full market cycle, and we are unsure how they would perform if equity markets were not so strong. Mr Baker's answer is to point to studies which show that equities have done better than gilts, for instance, over the long term. "When a pension fund chooses an equity-biased manager, they will get a bumper ride, but if they are prepared to stick with them, the long term strategy will come through," he predicts.

Performance, he says, is important then, but are not the only factor that trustees should consider. Mike Antony, of the successful unit trust managers Hendersons, agrees. "Trustees should look for the sort of managers whose style of philosophy suits them. Some people are more comfortable being part of a big managed fund. A rule of thumb should be: look at the performance tables, but also think about 'comfort and style,'" he says.

The other factors that Mercer Fraser direct their pension fund clients to are: the risk profile (not usually evident from performance tables), the status of the organisation, the continuity of membership of the investment team, and the decision-making process on asset allocation and stock selection.

Leigh Hopkinson



In 1978 we managed 10 Pension Funds worth in total £7.5 million.

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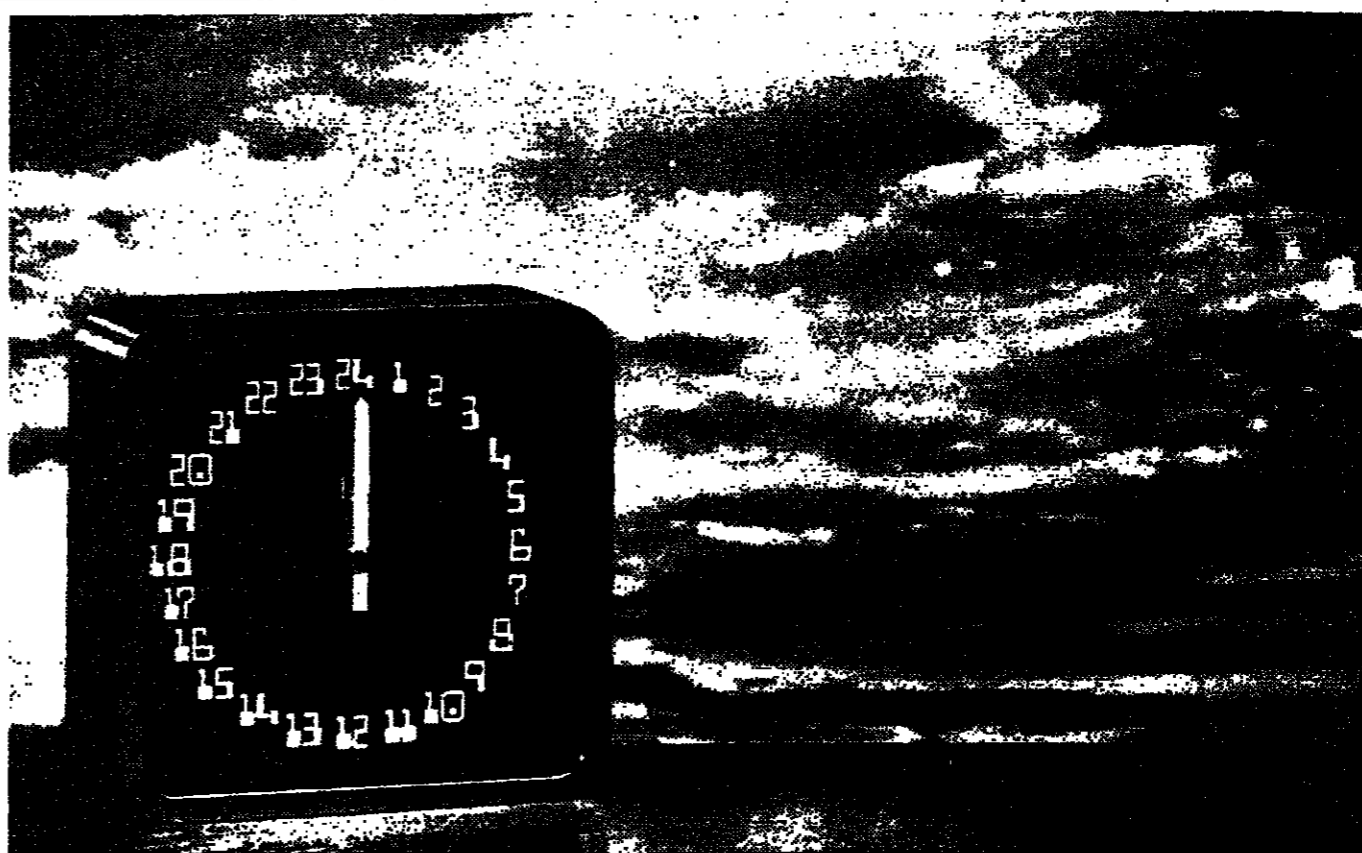
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For further details please contact Jon Michel or Philippa Dilley (who can be contacted outside office hours on 01-874-3891).

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c£25,000 + Car MIDDLESEX

Our client a US Corporation seeks to recruit a Financial Director Designate to head up a new operation in the United Kingdom.

The successful candidate must be a fully qualified A.C.A., ideally aged between 25-35 with several years' experience in a financial control environment. He/she will be responsible for the entire financial and administrative functions. This will include working to strict US reporting requirements, business planning, forecasting and budgeting.

To discuss this position further, please contact Giles Daubeney (who can also be contacted on 01-870 7197).

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## INTERNATIONAL APPOINTMENTS

### Dow Chemical lines up new chief executive

BY OUR FINANCIAL STAFF

Mr Frank P. Popoff, 51, has been elected president and chief operating officer of Dow Chemical Company, the second largest US chemicals company — after Du Pont — based in Midland, Michigan, and is to become chief executive on December 1.

Mr Popoff is to take the lead at Dow on the retirement from this office of Mr Paul F. Orreffe on his reaching the age of 60, in line with company retirement policy. Mr Orreffe will, however, remain chairman.

Mr Popoff has been an executive vice president of Dow since 1985. Dow's four executive vice presidents — Mr Hunter W. Henry, Mr Robert M. Keil, Mr Keith R. McKennon and Mr Joseph G. Temple Jr — are to report to him.

Mr Hunter W. Henry, 58, executive vice president, is to assume overall management responsibility for all non-US areas of Dow Chemical and its global operations. The president of Dow's five non-US areas — Brazil, Canada, Europe, Latin America and the Pacific — will report to Mr Henry, as will Mr Donald A. Richard, vice president and corporate director of manufacturing and engineering.

Mr Keith R. McKennon, 53, has been appointed an executive



Taking stock: the operating board of Dow Chemical earlier this year — left to right, Mr Paul F. Orreffe, Mr Robert M. Keil, Mr Keith R. McKennon, Mr Hunter W. Henry, Mr Joseph G. Temple, Jr, and Mr Frank P. Popoff

vice president of Dow Chemical and president of Dow Chemical USA in succession to Mr Henry. Mr McKennon is also to have management oversight responsibility for the company's research and development activities and for the government and public affairs department.

### Citibank money men quit in Frankfurt

THREE SECURITIES specialists have resigned from Citibank AG, the offshoot of the biggest US bank, to make a total of eight to have left the New York-based bank's Frankfurt securities division in the past six months, reports AP-DJ.

Mr Dieter Wermuth, head of research, and Mr Michael Hopf, bond salesman, are to join the Frankfurt syndication department of Manufacturers Hanover, Citibank's New York rival. This department is headed by Mr Bernd Mueller, who, along with three others, left Citibank in April.

Mr Udo Jensen, chief equities trader for Citibank AG, is to move to a local brokerage firm. Last week, Mr Jurgen Figura, who headed Citibank AG's syndication department, announced his resignation to join Industriebank von Japan.

MGM/UA Communications Company, of California, has announced that Mr Cy Leslie, chairman and president of its MGM/UA Home Entertainment Group, is to relinquish his duties on June 1.

Mr Leslie, 64, had previously announced his intention to step down from his current post rather than to move to the West Coast when the MGM/UA home video concern changes its corporate headquarters from New York.

### Investment banking changeover at Bankers Trust

BY DONALD MACLEAN

BANKERS TRUST Company, the main operating arm of Bankers Trust Inc, the New York-based, internationally operating bank holding company, has announced a widening of responsibilities in its investment banking side for Mr Ralph L. MacDonald, 45.

Mr MacDonald has extended his responsibilities from a financing role in the investment banking set-up of Bankers Trust to include advisory matters.

This follows the resignation of Mr David O. Beim, 46, who is understood to have left the advisory positions in the Bankers Trust set-up, to pursue investment banking opportunities elsewhere.

The changes come at a time when Bankers Trust and other US commercial banks are chipping at the edges of the Glass-Steagall Act, which was put into operation in the thirties to separate the activities of deposit-taking banks using the money so raised as their main field of operation from the activities of investment banks, more closely involved with financial services.

It is only this month that the Bankers Trust group, as represented by the holding company, together with some other com-

mercial banks has been given court approval to widen its sphere of operations in the investment banking field — in the case of Bankers Trust through BT Securities, a subsidiary of the holding company. The number of banks involved in this widening, first three, has been increased this week.

Mr MacDonald's field lay previously in the financing of such things as management buy-outs — a growth industry in the US — of mergers and acquisitions in general, and in things such as municipal financing and capital markets. Mr Beim leaves a clients' advisory role in this connection to be taken over by Mr MacDonald.

The recent court decision widens the Bankers Trust group powers to include in its activities underwriting (which covers if necessary taking up issues as a principal) and to deal in commercial paper, municipal revenue bonds and (home) mortgage-backed securities.

An associated change brings Mr Eugene B. Shanks into the position of forming relationships with financial institutions and getting together capital markets and public financing transactions.

## Accountancy Appointments

### FINANCIAL ANALYSIS MANAGER

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£25k + car

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Our client is a subsidiary of a major British PLC, with a reputation for aggressive marketing policies and a continued commitment to organic and acquisitive growth. They have an immediate requirement for a professional manager to play a key role in a highly motivated management team.

Reporting to the Finance Director the incumbent will head up a small team of professional staff. Accountabilities will be broad and primarily include the monitoring and critical reviewing of operating results, medium term profit planning and the development of management accounting systems to keep pace with the ever growing organisation.

The environment would suit an individual possessing that rare combination of financial expertise, commercial acumen and the ability to communicate effectively with managers at all levels.

If you have the necessary skills, resilience and commitment to succeed in this tough f m c g environment the rewards will be substantial and the opportunities for career progression excellent.

For further information please contact Keith Allen on 01-930-7850 or write enclosing brief details to the address below.

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### Finance Director (Designate)

Tyneside

to £22,000 + Car + Bonus

Our client is a highly successful, rapidly expanding, privately owned group of companies engaged in the sale and distribution of high quality business equipment throughout the North of England. Since their establishment in 1979, their growth in turnover and profitability has been exceptional and may lead to a flotation in the medium term.

They now seek to recruit a Financial Controller who, reporting to the Managing Director, will be completely responsible for the finance and data processing functions. In addition to the normal financial responsibilities the successful applicant will be expected to input significantly to strategic business planning and the overall commercial management of the business.

Candidates, aged 28-40, will be qualified accountants (ACCA, CIMA, ACA) who can demonstrate a track record of achievement in a fast moving business environment coupled with well developed interpersonal skills to make a positive impact on this marketing orientated company. A board appointment is envisaged in due course.

Comprehensive relocation facilities are available where appropriate. Interested applicants should write to Stephen J. Broadhurst or Angela McDermott, quoting ref: L8335, at Michael Page Partnership, Leigh House, 28-32 St Paul's Street, Leeds LS1 2FX. (Tel: 0532 450212).

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### Financial Manager

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ACA or ACMA Age 24-28

c. £18-20,000 + benefits + car

Our client, a very well respected international industrial Group, is fully aware of the intense competition to secure the services of young accountants of high potential. However, it has devised a unique, but well proven, method of developing Financial Managers in a way which offers genuine scope for them to aspire to general management or very senior financial appointments in their late 30s or early 40s.

Initially, the successful candidates (two vacancies currently) will gain direct experience of corporate finance and treasury affairs along with the practical aspects of financial control encountered in its manufacturing and services operations situated in the UK, Europe and USA. After gaining broad experience of the operations of the Group, the Financial Managers will be offered substantive appointments, the nature of which will depend upon the Group's needs at the time and the individuals' personal preferences. Location is likely to be the UK, Western Europe or the USA.

A range of experience and qualifications could be appropriate, but the essential requirement is that candidates should be graduate accountants (chartered or ACMA) who have trained or gained experience with a leading firm of accountants or commercial organisation, in London or the provinces. Interviews may be held in a number of locations.

Please apply to: Anthony Jones, Career Plan Ltd, Chichester House, Chichester Rents, Chancery Lane, London WC2A 1EG. Tel: 01-242 5775 (Home no: 01-348 3641 between 7.30-9.30 pm)

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### Service Industry

c£35,000 + car

A major service company, our client has an enviable reputation. A worldwide organisation, the highly profitable company is undergoing rapid expansion throughout its UK business sectors.

Based in the London headquarters, the Controller will provide both financial and commercial advice to the management of the company's fastest growing division. In a demanding project oriented position requiring a high profile within both the division and the company, he or she will initiate systems development, review, analyse and present information and participate actively in the

management of the division. The impact of the role is expected to be considerable and the continuing rapid growth of the company should lead to enhanced responsibilities.

In their early 30s, applicants should be graduate accountants with broad commercial experience, ideally gained in the service sector. Self confidence, analytical ability and strong presentation skills are required.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/597/LF.

Lloyd Management

125 High Holborn London WC1V 6QA Selection Consultants 01-405 3499

### Planning Analyst and Systems Accountant

### Build Systems for the Future

A leader in supplying worldwide information services to the financial community is seeking to strengthen its UK function. As a subsidiary of an international bank, the company is expanding its global operations from its London headquarters. With a history of solid expansion, the company's provision of on-line real-time security and commodity information has established its powerful presence in the IT marketplace.

This is a new London based appointment and your brief initially will be to conduct studies and make recommendations to replace and improve existing systems. You will be instrumental in the identification, development and installation of new facilities. In addition you will take responsibility for a variety of costing, pricing and financial modelling projects and give a commercial interpretation of the results.

A qualified accountant, probably late 20s, you will have considerable experience of computerised systems and financial analysis/planning, ideally in the high-tech or service sector. You are a comfortable computer user, experienced in the use of spreadsheet software. A self starter with initiative and a creative, persuasive approach, you will have wide scope for providing advice and support to management.

In addition to an attractive salary and range of benefits, a generous relocation package will be offered, where necessary. Please write with career and salary details, in complete confidence to Jane Comben or Helen Stephens of Cripps, Sears & Associates Limited, Personnel Management Consultants, International Buildings, 71 Kingsway, London, WC2B 6ST. Telephone: 01-404 5701.

Cripps, Sears

## FINANCIAL MANAGEMENT International Banking

City c. £25,000 plus car and benefits

Our client is the international division of a major UK bank, with assets of more than £20bn and income approaching £500 million. Following the promotion of the present incumbent, there is an urgent need to recruit a manager within the Financial Control department to lead the young and enthusiastic management reporting and analysis team of 8. The team's task is to produce a wide range of monthly financial reports and detailed analyses of significant trends and results. The manager's role is to continuously enhance the timeliness, format and accuracy of reports prepared by the team and the quality of the analysis and commentaries submitted to senior management. This is a high profile

role requiring considerable accounting, interpersonal and management skills in a sophisticated and highly computerised environment. Candidates should be young graduate chartered accountants with a first class track record and with experience of large, complex, international corporations, gained both within the profession and in commerce. In addition to the salary quoted and a car, the bank offers the full range of benefits usually associated with the financial sector of the market, and excellent promotion prospects. Please write in confidence with full career details, quoting reference 6335/L to John W. Hills.

**KPMG** Peat Marwick McLintock

Executive Selection and Search  
9 Creed Lane, London EC4V 5BR

## Hi-Tech Opportunity Financial Manager

Hants

c£20,000

Our client is an autonomous division of a major international corporation whose success has been built on technology serving a variety of industries. The division designs, manufactures and markets sophisticated test and measurement equipment.

As a result of internal promotion they now seek to appoint a Finance Manager. Reporting to the Financial Controller and supervising 8 staff you will be responsible for all monthly financial reporting, planning and forecasting, systems development and ad hoc project work.

Ideally, applicants will be graduate ACA or ACMA, with an excellent track record of achievement to date. The successful candidate will have the ability to communicate effectively at senior level as part of the overall management team.

If you are ambitious and feel this may be the opportunity for you then please contact Mark Carrihan ACA on 0753-856151 or write enclosing a comprehensive CV to:

Michael Page Partnership at  
Kingsbury House, 6 Sheet Street,  
Windsor SL4 1BG, quoting reference SV1054.

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## Senior Financial Manager

City based

£35K + Car

Our client is a successful brokerage house dealing in futures and foreign exchange. The company has an excellent record of growth and profitability and operates internationally.

They currently require a Senior Financial Manager to join their Head Office team with responsibility for providing monthly management accounts and statutory accounts and developing computer systems. They will also become involved in the financial control of treasury and operations.

The candidate sought will be aged 26-34, a Chartered Accountant with a "big 8" background who has either reached

management level within the profession or has gained relevant experience within a city based financial institution.

For an above average performer who is prepared to work extremely hard and become involved in the broader aspects of an expanding company, the prospects for advancement are excellent.

Interested candidates should write, enclosing a curriculum vitae and daytime telephone number, quoting ref. 394 to Philip Rice MA, ACMA,

Executive Division, at  
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London WC2B 5LH.

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## FINANCE DIRECTOR Designate

SW London

c.£30,000 + Car

Our client is a successful privately owned group of companies operating in the UK and overseas in specialist civil engineering and building contracting. Current turnover is approaching £15 million and there are plans to develop organically.

The company now wishes to appoint a Finance Director who will report directly to the Managing Director and will be responsible for all financial and secretarial matters in the UK and overseas companies.

Candidates aged c30-45 must be graduate qualified accountants (preferably chartered) and will have had several years construction industry experience at chief accountant/controller level. Well developed business and personal skills and a willingness to travel are essential.

Please write in complete confidence, including a daytime telephone number to

Edward Rose-McNairn, (quoting ref. F7107),  
Clark Whitehill Consultants,  
25 New Street Square, London EC4A 3LN.

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Executive Selection

## Group Finance Director

London

to £40,000 + car + bonus

This vital post calls for an Accountant committed to the management of change. Our Client is a successful privately owned Group of Companies principally engaged in manufacturing for the electronics market. They employ over 400 people on three sites in the UK and are about to embark upon an ambitious programme of reorganisation and modernisation.

Working closely with the young Chief Executive and his Deputy, the successful candidate will have full responsibility for the day-to-day control and administration of the Group as well as taking part in the development and execution of business plans.

Applicants will ideally be graduate accountants, aged around 35 years, with a background in manufacturing. Their experience should include the design and implementation of financial controls and systems together with balance sheet responsibility. They must demonstrate the ability to communicate at all levels, maintain standards of excellence and exert the same discipline and enthusiasm for the control of daily running costs as they would for the acquisition of tomorrow.

Applications should be sent in the first instance to the address below quoting Ref: RMM 726.

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## Regional Financial Controller

Bromley, Kent £ Neg + car + benefits



Contiki Travel are an expanding leisure group specialising in holidays for the 18-35 age group. The group currently operates in over 25 countries and has a firm commitment to future development and expansion. Group turnover currently exceeds \$50m.

Reporting to the Regional Managing Director, the Financial Controller will have full responsibility for the financial and administrative aspects of the European operation. Controlling a team of eleven, the position will be responsible for management and financial accounting, company administration and secretarial functions as well as further development and enhancement of sophisticated regional management information systems. The position will involve some European travel.

The successful candidate will be a qualified

accountant aged 27-35 with at least 2 years experience in a commercial environment, ideally in a service industry. Essential will be the ability to communicate effectively with senior management as well as the assertiveness and strength of personality to formulate plans and to see them through to completion.

This is an excellent opportunity providing real prospects for a move into general management for the right candidate.

If you believe you have the ability, determination and commercial approach that our client requires, contact Tim Forster on 01-831 2000 or write to him at Michael Page Partnership,

Southern Home Counties Division,  
39-41 Parker Street, London,  
WC2B 5LH.



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## Senior Finance Executive

Top level plc appointment

Surrey  
c£40,000 + bonus + share options

Our client is a highly successful and fast expanding publicly quoted industrial group of autonomous companies, with exciting growth prospects both in the UK and overseas. The entrepreneurial flair and strength of the Board is reflected by recent record profits.

This new appointment will carry responsibility for operational accounting matters throughout the group. Reporting to the Group Finance Director the role will also involve active participation in the review, integration and divestment of acquisitions and investments.

A qualified accountant, probably in his or her late 30's is sought. Experience should include both group and operational roles with exposure to the various levels of a management structure, ideally within a major plc.

This exciting position will not suit the average performer. The person sought will stand out from the crowd as being able to demonstrate ambition, dynamism, innovation and self confidence.

Salary will not be a problem for the right person and in addition benefits will

include share options, bonus and quality car.

As advisors to our client, we will fully respect the confidentiality of any initial approach from those interested in discussing this further.

Alternatively, please write with a full CV quoting current salary and reference MCS/5083 to Barrie Whitaker Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL.

**Price Waterhouse**

## Chief Accountant

South Midlands

£20,000 plus car

This successful £40m turnover engineering company, an autonomous part of a major Plc is looking for an ambitious accountant with the ability to progress.

Reporting to the Finance Director, the candidate will have control of the finance function and, in particular, will have an important involvement in further computerised systems development in a manufacturing environment. Aged between 28 and 35, the candidate will be a member of one of the three major accountancy bodies, likely to be a graduate, will be ambitious and developing a commercial awareness.

Career prospects are excellent in this successful company for the appropriate candidate.



Applications are welcomed from men and women.

Please send full career details, including salary progression, to John Elliott FCA, Director, Overton Management Selection, Monaco House, Bristol Street, Birmingham, B5 7AS, or City House, Maid Marian Way, Nottingham, NG1 6BH, or telephone 021-622 3838 or 0662 470249 respectively for an application form, quoting reference 11/1625.

## INTERNAL AUDIT MERCHANT BANKING

Standard Chartered Merchant Bank is seeking an auditor to join its Internal Inspection team.

The role will provide a broad exposure to the Bank's diverse activities and should prove a challenging environment for an articulate young accountant or banker with a talent for problem-solving.

The successful candidate will be involved in reviews of controls and systems as well as special projects with the emphasis on recommending improvements to operational procedures. They will be expected to have the ability and motivation to develop computer audit skills and knowledge of compliance procedures. The confidence, initiative and personal credibility to sustain the co-operation of senior management will also be essential.

Applicants should have a good academic record with experience of the financial services sector, preferably in banking. An attractive remuneration package is offered which will reflect the individual's ability to make an immediate contribution.

Those interested should apply in writing, and in confidence, to:-

Peter Llewellyn  
Personnel Manager  
Standard Chartered Merchant Bank Limited  
33-36 Gracechurch Street  
London EC3V 0AX

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- ☐ Ad hoc projects and investigations

This role offers excellent experience and career prospects for a newly/recently qualified accountant (ACA, CIMA, ACCA) aged between 23-27. Well developed inter-personal skills are vital as this role will carry a significant amount of exposure at senior management levels. In addition, previous exposure to current group reporting standards together with tax compliance and planning techniques is desirable.

The company offers a highly competitive salary which is negotiable according to age and experience together with an outstanding benefits package.



Interested applicants should contact Phillip Price ACA on 01-488 4114 or write to him quoting ref. 6919 enclosing a full curriculum vitae at Mervyn Hughes International, 63 Mansell Street, London E1 8AN.

## Chief Internal Auditor

c£30,000 + Car  
& Financial Sector Benefits  
South Coast

This client is a substantial UK financial services group with a record of sustained expansion which has been achieved by successful product definition, strong marketing and national coverage through a network of branches.

The Chief Internal Auditor is a key senior management role which requires good organisational and management skills together with the ability to provide top management with sound advice and the knowledge and judgement to decide when to seek external assistance.

Applicants should be qualified accountants, aged 32-40, with considerable experience of external, internal and DP audit plus sound business acumen and the ability to communicate at all levels.

There is a comprehensive remuneration package including relocation assistance where necessary.

Please apply in confidence quoting ref. L 284 to:

Brian H Mason,  
Mason & Nurse Associates,  
1 Lancaster Place,  
Strand,  
London WC2E 7EB.  
Tel: 01-240 7805

**Mason  
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## Financial Planning SCOTT Manager

SCOTT LIMITED

Surrey/Sussex Borders FMCG Company £20-25,000 + Car

Scott, a US company operating in over 60 countries, is the world's leading manufacturer and marketer of tissue paper products. Many brands are sales leaders in local markets. Products include Scotties, Handy Antics, Andrex and Elasta Towels. Following the acquisition of Bowater's 50% share in the UK company in 1986, the UK and European operations have entered a dynamic and exciting phase of development.

Reorganisation of the finance function, based at the East Grinstead head office, has created a position involving supervision of a small, high calibre team with responsibilities for corporate strategic planning, competitive analysis, decision support and control with a wide variety of commercially orientated ad hoc projects. This high profile role interfaces at Director level and will involve extensive contact with non-financial management, in particular the manufacturing and distribution functions. The position offers an opportunity to

make a significant impact together with excellent prospects for rapid advancement.

The successful candidate will be a qualified accountant aged 27-35 with manufacturing experience and planning experience in a large company environment. Excellent communication skills are essential together with the drive, enthusiasm and ambition to respond to the challenge offered by this newly created post. A first class salary package will include extensive car, senior management benefits and a generous relocation package where appropriate.

For further information contact Chris Sale on 01-831 2000 (evenings and weekends 01-622 5321) or write to him at Michael Page Partnership, Southern Home Counties Division, 39-41 Parker Street, London WC2B 5LR, quoting ref. LS473.



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## "Aspirations to General Management?" FINANCIAL MANAGERS

£20-24,000 + fully expensed car  
+ senior management bonus

Our client, a major household name in the retail/rental business, part of a blue chip PLC, has an enviable record of innovation, growth and profitability. A progressive policy of decentralisation has created three new positions for Financial Managers within operating divisions in the North East/Yorkshire, Lancashire/Merseyside and North West London areas, each with sales income between £15m and £30m per annum.

These broadly based senior roles are required to provide the backbone of a new financial management and reporting structure. Early progression to General Management is envisaged for high performers. The Number One financial position in a highly autonomous division, this role acts as a direct support to the General Manager, providing an overall financial management service. As well as running an accounts function (10-15 staff) and overseeing financial reporting and debt management, the role embraces the development and implementation of company objectives and strategies, forecasting, budgeting and business planning. As the divisions are newly created, the Financial Managers will have considerable scope to develop a strong and effective finance structure.

Candidates should be graduates qualified accountants aged c.28-35. Specific experience is less important than commercial flair, the ability to communicate effectively, and a record of positive career progression. The remuneration package will consist of a basic salary in the range £20,000-£24,000 plus fully expensed car, BUPA, contributory pension, and participation in the senior management bonus scheme. Relocation will be available where appropriate.

Initial enquiries to Greg Ripley (London Office) or Angela Wright (Manchester Office).

Robert Half Personnel, Roman House,  
Wood Street, London EC2Y 5BA. 01-638 5191.

Robert Half Personnel, Peter House,  
Oxford Street, Manchester M1 5AW. 061-236 0101.

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We are Pedigree Petfoods, a major company within the Mars Group. The starting salary shows that we're serious about attracting real talent. Your best guide to career prospects is that whichever Mars unit you visit, anywhere in the world, you are likely to find senior managers who initially joined Pedigree Petfoods.

Now, following an internal development move, we are looking for ambitious qualified accountants (ACA/ACCA/ACMA) with the potential to make a significant impact on our business future.

We are not just looking for specialist accountants to fill particular jobs. We want to hear

from accountants with a flexible attitude to their development who will actively seek a range of different challenges as their careers progress.

Are you good enough to take on these challenges? Are you one of the high-achieving accountants who can meet our demands?

A comprehensive benefits package will include assistance with relocation to the attractive rural East Midlands near Melton Mowbray if appropriate.

To obtain more detailed information, ring 0533 551282 ext 243 (monday 24 hours a day).

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Petfoods**



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FORENAME (s)

ADDRESS

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FT 215

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## Financial controller

Southern England, c£30,000+car



This is the engineering subsidiary of a major international group and is engaged in the design, manufacturing and construction of specialist plant throughout the world as well as for the manufacture of a variety of component parts. The turnover of this company is around £25m and it employs about 500 people, of whom over 200 are highly qualified engineers.

It now seeks a Financial Controller to take charge of the engineering accounting function. In addition to normal financial and management accounts a key area will be contract accounting for worldwide operations which also necessitate international financing and contact with ECGD. Reporting to the Financial Director, this is seen as a key appointment with very considerable prospects for the future within the company or within the overall Group.

The ideal candidate is likely to be aged around 35, a qualified accountant with experience in the construction, engineering or fabrication industry. Complete familiarity with contract accounting and excellent knowledge of ECGD and similar procedures, along with a good working knowledge of computers, both in accounting and contract control, are essential. International experience is highly desirable. The personal qualities necessary to move in alongside a highly experienced team of managers, as well as the ability to build up and train the financial team, are vital.

The excellent offices are located in a very pleasant part of Southern England with good access to London and the Coast and outstanding schools and other facilities. Terms and conditions of service as part of a major group are extremely attractive and include a beneficial share option scheme, fully expensed car, contributory pension and favourable assistance with relocation where this is appropriate. Please apply in confidence with brief CV to Gregory T M Hinds, Ref. GH675.

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01-606 1975

## Planning and Control

Tourism

London base

to £27,500 + car

This is a newly created position in the tourism division of a major international group. The company is a market leader in its specialist field and has ambitious plans for expansion in this fast growing sector.

Working closely with the Finance Director and other senior executives, your role will encompass all aspects of planning and control. The initial emphasis will be on upgrading financial and management information, and thereafter you will provide a continuous analytical and critical assessment of the plans, budgets and performance of the operating subsidiaries. You will also be involved in a variety of 'ad hoc' projects and in acquisition studies. There will be frequent overseas travel to Africa and the Pacific.

Probably around 30 you will be a qualified accountant with a strong track record in the profession, in consultancy or in commerce. An outward going personality is essential together with the energy, ability and imagination to make a major contribution to the profitable growth of the business. The opportunities for career and salary progression are excellent.

Please write in confidence to John Cameron, quoting ref. C 795, at 84/86 Grays Inn Road, London WC1X 8AE (telephone 01-404 5971).

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## Chief Internal Auditor

£23,051 to £26,216 p.a. inc.

As a result of promotion we are seeking a self motivated and fully qualified Accountant with audit experience to head the internal audit function. You will be responsible for the development, maintenance and security of all internal audit matters at the Council and its various outstations, subsidiary and associated companies.

You will also develop and promote advances in auditing techniques and applications including computer audit and ensure the maintenance of audit standards and performance. In addition you will be responsible for audit planning, determining policy and objectives and allocation of audit resources. If you are seeking to broaden your experience this post offers audit involvement in a great variety of financial activities including treasury management, Headquarters and research expenditure, national advertising, overseas consultancy contracts and the accounts and investments of the Electricity Supply Industry's Pension Scheme. You should have a good knowledge and experience of modern audit techniques and sound working knowledge of accountancy and use of computer facilities. Please write in confidence giving full details of your career to date and present salary quoting Ref. 26/FT to: D. J. Webb, Recruitment Officer, The Electricity Council, 30 Millbank, London SW1P 4RD.

The Council is an Equal Opportunity Employer and welcomes applications from disabled people.  
**ELECTRICITY COUNCIL**

## Financial Controller

St. Albans, Herts £22-24,000 + car + benefits

Our client is a £150m turnover manufacturing group and is the largest of its kind in the UK. It already has some of the most sophisticated production processes in Europe at a number of manufacturing locations, and is now committed to continued investment to enhance future profit growth potential.

An outstanding opportunity has now arisen to join the Senior Management Team as Financial Controller, based at the Head Office, with responsibility for:-

- \* Preparation of statutory, financial and management reports.
- \* Development of sophisticated EDP based

- financial and product costing systems.
- \* Financial planning, budgeting and forecasting.
- \* Cash management and control.

Applicants should be qualified accountants, aged 28+ and should be able to demonstrate a successful track record at senior management level ideally within a manufacturing environment. Prospects are excellent.

Interested applicants should contact John Zafar on 0727 65813 or write to him enclosing a CV quoting ref: HCN 1006 at Centurion House, 136/142 London Road, St. Albans AL1 1SA.

**Michael Page Partnership**

International Recruitment Consultants  
London Windsor Bristol St Albans Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
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## Finance Director

Surrey £40,000 + car + incentives

Our client, a financial services subsidiary of a major 'City' institution, is looking to recruit a Finance Director. The parent company has ambitious plans for the rapid growth of the subsidiary through acquisition over the next few years.

The individual sought will work closely with the Managing Director in developing the business and will be expected to assume the leading role in all financial aspects of this development. They will play an important part in the acquisitions and in their effective integration.

As the company builds towards its planned size, the role will become more orientated towards financial management. An important element of the position will be the development of management

information systems and previous experience in this area would be important.

You will be aged 32-40 and a Chartered Accountant, with recent experience in a similar position. However, a senior manager with a "big 8" firm and a financial sector bias, would also be considered. The most essential attributes are, a strong commercial approach, a well developed business acumen and excellent inter-personal skills.

Interested candidates who meet these demanding requirements should write, enclosing a comprehensive C.V. and daytime telephone number, quoting ref. 411 to Philip Rice MA, ACMA, Executive Division, 39-41 Parker Street, London WC2B 5LE.

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## BROAD HORIZONS for marketing-minded CA

London c. £20,000 + car

Clark Whitehill is a leading national firm of Chartered Accountants and business advisors with offices and associates throughout the country. Clark Whitehill Associates is the central organisation which provides technical, administrative and marketing services to member firms.

We are recruiting for the new position of Executive Officer which carries responsibility for developing the Association's advisory functions. In particular, the Executive Officer will be concerned with up-grading quality standards, creating technical programmes and identifying new business opportunities for member firms.

The Executive Officer will be responsible to the Chairman of Clark Whitehill Associates and, as co-ordinator of the regional committees, will be a regular visitor to all the UK firms.

The successful candidate will be a Chartered Accountant aged 26-32, whose training has included business services for smaller clients and who possesses a blend of organisational, technical and marketing skills. Personal qualities will include an ability to grasp quickly technical developments and the strength of personality to organise and control business meetings.

Write initially with a C.V. to J H F Gemmell (quoting ref. F7111)  
Clark Whitehill Associates  
25 New Street Square, LONDON EC4A 3LN

**Clark Whitehill**

## Corporate Planner/ Business Development Manager

City : c.£30,000

Our client, a prominent and successful financial services plc, seeks to expand its management team by the recruitment of an executive, responsible for corporate planning within dynamic strategic objectives.

The successful candidate is likely to be a graduate/accountant/ MBA with experience in financial analysis, development of corporate strategies and acquisitions.

The appointment will carry the fringe benefits normally expected at this level and will include the provision of a car, mortgage subsidy, profit share etc.

Please write with full details. These will be forwarded direct to our client. List separately any companies to whom your application should not be sent. John Welsh ref. JSW/B/3.

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**MSL Advertising**

## Financial Director

Manchester  
c.£35,000 + car & benefits

Our client, a dynamic plc, engaged in the manufacture and wholesaling of consumer durables wish to strengthen their executive team. Reporting to the group chairman and managing director the appointee will direct the finance function and contribute to strategic planning.

Prime responsibilities will include business planning, budgetary control, financial and management

accounting, treasury management and the development of information systems.

Remuneration will be negotiable and benefits will include executive car, BUPA, contributory pension scheme and if appropriate, relocation assistance.

Chartered Accountants, ideally aged 30 to 40 who can demonstrate a significant contribution to

corporate growth are invited to forward a written application, quoting MCS 207 enclosing curriculum vitae and current remuneration details to:

Price Waterhouse,  
Management Consultants,  
Executive Selection Division,  
York House, York Street,  
Manchester M2 4WS.

**Price Waterhouse**

## MANUFACTURING CONTROLLER

c.£18,000 + Car + Benefits London

Through sheer innovation and creativity, our client has revolutionised interior office design within a highly competitive market, and has developed an exclusive international client base.

Working closely with the Financial Controller, you will need a strong Cost Accounting background (preferably gained within Manufacturing or Distribution), and fully appreciate the role of sophisticated D.P. systems, the development and maintenance of which will be your major priority.

While an ICMA qualification would be an advantage, our client is more concerned with drive, enthusiasm and commitment. Rarely will you be given the chance to develop your career as quickly or handle such levels of responsibility so early on.

For more details call Mary Ann Shuldham on (01) 434 0175. Alternatively, send your curriculum vitae to her at The Hamilton Partnership, Hamilton House, 61 Oxford Street, London W1R 1RB.

## CHIEF ACCOUNTANT

A leading firm of architects in London W1 with a rapidly expanding and varied workload providing professional architectural and related services seek a Chief Accountant reporting to the Finance Partner and responsible for the finance function and running a department of 12 staff.

The work will be varied and includes further development and enhancement of VAX 730 computer based management information systems, forecasts and monitoring of cash flow, budgets, credit control etc.

The selected person will be a self motivated qualified Accountant and likely to be in their mid 30s. Previous experience within a similar professional firm or company in the construction or engineering industry would be useful but not essential. In recognition of the importance of this position a very attractive salary circa £22,000 plus car and other benefits is offered for the right candidate.

Please write giving full career details, age and qualifications, to:  
Box A0528, Financial Times  
10 Cannon Street, London EC4A 4BY

## Finance Director Designate

### Crawley

Our client, a well established financial institution specialising in the areas of hire-purchase and leasing is seeking to recruit a Finance Director Designate for its Head Office at Crawley.

The Company have an expanding branch network throughout the South of England. They have an enviable growth record over the past five years and are looking for a commercially astute and technically above average, Chartered Accountant to work closely with the Managing Director in the management of the company.

Responsibilities include the management of 20

c£30,000 + Car

staff in providing monthly management accounts, statutory accounts, tax planning, budgets and in further developing management information systems.

The successful applicant will probably be in their early thirties with a confident manner, strong management experience and a high standard of computer literacy.

Interested candidates who meet these requirements should write to Philip Rice MA, ACMA, Executive Division, enclosing a comprehensive C.V. and daytime telephone number quoting ref: 405 at 39-41 Parker Street, London WC2B 5LH.



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## Group Financial Controller

### Kent

c.£35,000 plus car & benefits

Our client, the subsidiary of a major, diversified British plc, manufactures specialist components for the automotive, agricultural, defence and allied industries. Located in custom-built modern premises in Kent, the Company also manufactures and refurbishes machine tools and spares through its Coventry based subsidiaries. With turnover approaching £30M and a highly impressive customer base, further expansion is planned.

Reporting to the Managing Director, you will form an integral part of the Group's Management Team and contribute significantly to Board level decisions. You will assume responsibility for the finance function, which includes the data processing department, and be expected to enhance the Group's decision making process by improving management information.

You will be a qualified accountant, preferably Chartered, aged 35-45, with substantial manufacturing experience. Particular knowledge of

stock control techniques, standard costing and systems development is essential. You will have a strong personality complemented by drive, determination and self confidence.

The attractive remuneration package includes a fully expensed car, and relocation expenses will be provided if appropriate.

Please reply to Basil Miller, in confidence, quoting reference 1758/FT on both envelope and letter.

**Deloitte Haskins & Sells**

Management Consultancy Division  
P.O. Box 158, Hillgate House, 26 Old Bailey, London EC4M 7PL

## Financial Controller

c. £18,000

+ bonus, car and other benefits  
Reading

### The Company

A long-established private company with a £20m turnover from a chain of retail shops in Southern England. The company is expanding from a strong asset-base and offers a challenging career.

### The Job

The Controller will contribute to the company's growth and profitability by exercising strict financial management throughout the organisation; and will have particular responsibility for budgets, accounting (and interpretation of results), treasury, internal audit, control and the operation and development of computer systems, to link with existing EPOS in all branches.

### Candidates

Qualified accountants, preferably in their 30s, with commercial experience, ideally in the retail sector and familiar with computerised systems. Personal qualities sought include the ability to think creatively, capacity for leadership and team work and a commitment to the practice of Christian ethics in business. Applicants of any racial groups may apply.

Please apply to: Sir Timothy Hoare, Career Plan Ltd, Chichester House, Chichester Road, Chancery Lane, London WC2A 1BG Tel: 01-477 5775

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## LOOKING TO THE FUTURE - BANKING ON SUCCESS?



### - THEN CIBC, AN EXPANDING AND DYNAMIC NORTH AMERICAN BANK, HAS THE CAREER OPPORTUNITIES FOR YOU.

As a result of our continuing success we are shortly moving to purpose designed offices in London Bridge City and now have a number of opportunities for Accountants, both qualified and part qualified to join our small but established accounting teams.

#### ACCOUNTANT SUBSIDIARY COMPANIES

A young ambitious qualified accountant or finalist with a good track record is required to manage our UK Subsidiary Company section. The responsibilities will include the preparation of monthly financial reports, management and statutory accounts and the development of new and existing computer systems.

#### ASSISTANT FINANCIAL ACCOUNTANT

A young qualified accountant or finalist with experience of working in a mainstream financial reporting environment is required as the number two in a small team. The key responsibilities will include month end reporting and management accounting for our London mainstream banking unit.

#### MANAGEMENT ACCOUNTANT PLANNING

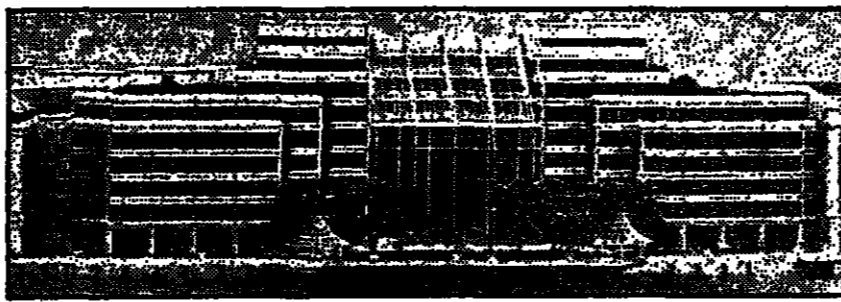
A qualified accountant ideally with 2 years post qualifying experience is required to co-ordinate and consolidate annual plans and quarterly forecasts for certain of our banking operations in London. The ability to analyse and constructively report on variances is an essential quality.

#### ASSISTANT FINANCIAL CONTROLLER

For our Merchant Bank subsidiary - a qualified accountant with 2 years related experience including production of accounts and Head Office returns.

If you think you have the necessary skills and relevant experience, with knowledge of PC modelling techniques particularly LOTUS 1-2-3 and are willing to make a commitment to our growth and success you will find we are able to offer a highly competitive and attractive remuneration package in an environment which will reward individual performance and potential.

To apply write enclosing your full CV and stating which position interests you to: Kay Pierce, Personnel Officer, Canadian Imperial Bank of Commerce, Cottons Centre, Cottons Lane, London SE1 3GL.



## SENIOR FINANCIAL ACCOUNTANT

If you've outgrown your present company,

we can accommodate your ambition

c.£23K + benefits  
London

Recent reorganisation within BT's International Products Division has given rise to this excellent opportunity. Moving into a new environment, 'International Operations' is aggressively exporting telecoms products and systems across the world. Part of this strategy has been the establishment of operations overseas.

This organisation has tremendous potential and is able to offer this opportunity to an ambitious Financial Accountant (Chartered or Certified) who seeks a broader platform, bigger prospects and international scope.

We're looking for someone with initiative capable of developing our recently installed mini computer based accounting system to its full potential in order to provide high quality financial and

management accounting information with strict controls. You will take full responsibility for your innovations, will lead by example and motivate a young accounting team complementing their training with your professionalism.

You will need to be a fully experienced financial accountant with proven systems ability and practical awareness of business realities. You may come from the profession via industry and you're now ready to put the talents you've accumulated fully to the test. Knowledge of statutory accounting in overseas territories would be an advantage.

The starting package includes a salary in the region of £23K, a bonus opportunity and other large company benefits. Future career development prospects are excellent.

If you feel your career needs more scope, please phone or write with cv to: Fiona Robinson, Personnel Manager, British Telecom International Operations, Room 419, 12-15 Finsbury Circus, London EC2M 7DP Tel: 01-588 1278. Please quote ref: FT 25.

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### Corporate Controller

For Two US Divisions of Siebe Plc  
Windsor Based, c £27,500, Car, Benefits

This position offers an opportunity to join the small, close-knit team at the centre of one of Britain's most ambitious and progressive industrial groups. Siebe's international expansion has been spectacular in the last few years and more than half of the £1000 million plus turnover now comes from overseas operations. The person appointed to this new post will be responsible for assisting in the control of two recent US acquisitions, with combined sales in excess of \$750m. The role involves ensuring that group reporting requirements are met; analysing and interpreting results; recommending action to optimise performance; monitoring the implementation of agreed business plans. Success will depend upon building a close, positive relationship with the management teams in operating companies and providing an effective link between them and corporate headquarters. Candidates, who are graduates (preferably in science or engineering) in their late 20's-early 30's, must be qualified accountants with senior level experience of financial analysis and business control in a substantial group. A thorough understanding of manufacturing industry is essential and an appreciation of American accounting practices would be useful. Frequent travel to the USA will be required. Career prospects are excellent.

S.P. Spindler, Hoggett Bowers plc, George V Place, 4 Thames Avenue, WINDSOR, SL4 1QP, 0753 858851. Ref: W1101/FT

### Group Management Accountant

Engineering - Holding Company

Northern Home Counties, To £25,000, Car, Benefits

This is a senior appointment, working in the nerve centre of a well known UK Engineering Group, which has a turnover approaching £150m per annum and further exciting plans for growth, both organically and through acquisitions. You will be a member of a small team, working in day to day contact with the Group Financial Director. Ideally aged early thirties and qualified, you will not only be an excellent technical accountant but have first class skills in the interpretation and control of financial data and information which are key to the performance of the business. In addition you must have a high level of knowledge in computer based financial systems, since the group is making rapid strides in this area. On a personal front, you will be an ambitious individual, wishing to progress further, with an outgoing personality and ability to relate well with others throughout the divisions in the group. J.A. Thomas, Hoggett Bowers plc, 1/2 Hanover Street, LEEDS, LS1 4LZ, 0532 448861. Ref: L13019/FT

### Head of Finance & Administration

Luxury Retail

London, West End, Package c £19,500, Benefits

This major international retailer of top brand name/designer merchandise and high quality giftware requires a qualified accountant to join its European Head Office, which is also responsible for subsidiary interior design and restaurant businesses. The role covers statutory and management accounting, general administration and broad involvement in the day to day running of the business. The development of additional European outlets and possible new acquisitions will lead to increased responsibilities in the near future and the possibility of some European travel. Candidates in preferably the higher end of the 27-45 age range should be able to demonstrate good commercial accounting experience including staff management and computer literacy. The competitive salary/bonus package is enhanced by attractive benefits and the potential to develop the role to a key position in the company. S.J.A. Nicholson, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6882. Ref: H18001/FT

### Assistant Treasurer

Retailing Group

Hertfordshire, c £17,000, Car

This is an excellent opportunity to develop your career with one of the largest and most respected groups operating within the highly competitive retail sector. Currently implementing a heavy investment programme the Group has a major retail business with sales in excess of £2 billion. A new central team is being created to be based in the North of London which will include a reorganised and dynamic treasury section. A candidate of high calibre and potential is required to assist the Group Treasurer. This demanding new position will have responsibility for the day to day management of money market transactions as well as close liaison with trading divisions. Applicants aged 21-40, preferably qualified, possessing good communicative skills, accuracy and resilience should have at least three years' commercial experience in a high pressure environment with exposure to treasury operations.

D. Evans, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6882. Ref: H18002/FT

These positions are open to male or female candidates. Please telephone for a Personal History Form to the relevant office, quoting the appropriate reference.

### Qualified Accountants

UP TO £24,000

Our client is the UK operation of a major US based Multi-National, with subsidiaries in Europe, Far East, Africa and Scandinavia. Due to internal promotion, the London Head Office Internal Audit Department is currently seeking two ambitious and enthusiastic accountants, preferably with a good command of an European language.

The Internal Audit Department is traditionally regarded as a route through which career conscious young accountants are able to gain uniquely wide experience and make the transition to senior financial management at home or abroad. The department is well established and enlightened in outlook,

professional in operation and highly regarded for the contribution it makes to the success of the company. The work includes *ad hoc* assignments and investigations as well as operational, management and systems audit.

Excellent remuneration and career structured benefits package.

Ref: JR/501

For further details phone or write quoting reference to:

ACCOUNTANCY ASSOCIATES LIMITED  
temp./perm. recruitment consultants  
5 VIGO STREET LONDON W1X 1AH TEL: 01-439 3387/8/9

## FINANCIAL CONTROLLER

ROSENDALE, LANCASHIRE

£20K + Car + Substantial Benefits

Micro Peripherals Ltd. is one of the UK's most successful independent importers and distributors of micro-computer printers and ancillary products. In line with our continued expansion strategy, a position now exists for a highly professional and experienced Financial Controller, to be based at our northern office in Rosendale, Lancashire. At the present time we are a medium-sized company, however, we do not intend to remain static and are consequently actively seeking an ambitious individual who requires real job satisfaction and who intends to seize opportunities for self and company progression within our fast-moving market place.

This position would ideally suit an energetic, self-motivated and enterprising chartered accountant who is not only capable of demonstrating a detailed financial accounting knowledge but has the flair and determination to realise the enormous potential that this position offers for the truly career-minded professional.

The work is challenging and varied and includes the preparation of detailed schedules for year-end work and the control of the year-end audit, as well as responsibility for the day-to-day control of all financial data processed through our computer, which combines a fully integrated stock control and nominal ledger. Our company is achievement motivated and although the work is demanding and exacting the rewards and benefits are commensurate. Full details of the benefits and a complete work specification are available on request. Interviews will be held in Rosendale, Lancashire.

Please telephone the undersigned now for an informal discussion, or apply in strictest confidence to:

M/s Laurie O'Brien  
Human Resource Manager  
MICRO PERIPHERALS LTD  
Intec 2, Wade Road, Basingstoke, Hants  
Tel: 0256 473232

**Micro Peripherals Ltd**

## FINANCIAL CONTROLLER WEST YORKSHIRE

c£25,000 plus Company car and usual benefits

A rapidly expanding Yorkshire-based public company with significant overseas interests and turnover approaching £180 million, invites applications for the position of FINANCIAL CONTROLLER of the UK operations. The successful candidate will also be appointed Group Company Secretary.

The position encompasses not only full financial responsibility for the UK trading operations which recently have had an enviable profit growth, but also preparation of the consolidated group accounts and involvement in Group corporate matters.

The successful candidate is likely to be a Chartered Accountant and should also possess a positive personality with an alert and lively style of working. The position will involve working closely with the UK Managing Director and Group Financial Director.

Applications in strict confidence, with full CV should be sent to: Box 40388, Financial Times  
40 Cannon Street, London EC4A 3BY

## FINANCE DIRECTOR

NW1  
£30,000 package

M.E.G.A.S.A.T

Synonymous with quality satellite television systems MEGASAT has consistently doubled its turnover every year since its inception in 1981. MEGASAT as a company is dedicated to quality professionalism and excellence and demands all these of their Finance Director.

Reporting to the Managing Director the successful candidate will assume full responsibility for the finance function including raising capital for new ventures, special assignments and joint venture projects. He will also play a key role in the business development of the company.

Interested applicants qualified and under 35 will be determined and creative self starters with good business acumen coupled with the ability to motivate, lead and inspire confidence.

Apply in confidence with a written curriculum vitae to **Jon Vonk or Michael Herst**, or telephone 01-629 4463 (evenings 01-674 8643).

**HARRISON & WILLIS**  
FINANCIAL RECRUITMENT CONSULTANTS

CARDINAL HOUSE, 39-40 ALBEMARLE ST., LONDON W1X 3FD. TEL: 01-629 4463.

## Senior Accountant

to £23,000

North Sea Sun Oil Co Ltd is a principal subsidiary of the Sun Co Inc, currently engaged in oil and gas exploration and production both onshore and offshore in the UK. Further to its inception in 1964, North Sea Sun Oil Ltd now has an interest in 17 blocks, and is operating eight of them.

A carefully considered programme of exploration appraisal and development activity, supplemented by participation in future licensing rounds and selected acquisition is being pursued to ensure continued success.

In line with this expansion a position has arisen within the Company's International Exploration and Production Division for a Senior Accountant. Reporting to the Performance Analysis Manager, and liaising with Geoscience, Project Development and Dallas

financial administration personnel respectively, this key position entails responsibility for the preparation of annual budgets, as well as the provision of advice to senior management regarding associated variances.

This appointment involves the review of existing computer applications and reports produced and received by the Group together with participation in the development of new systems and procedures.

Candidates, ideally aged between 25 and 38, should possess a formal accounting qualification (ACA, CACA or ACMA).

Interested applicants should contact Gerald Whiting on 01-831 2000 or write to him, enclosing a comprehensive C.V. at Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH quoting reference 2086.



**Michael Page Partnership**

International Recruitment Consultants

London Windsor Bristol St Albans Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
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## FINANCIAL DIRECTOR

CARDIFF

to £25,000 + CAR + BUPA

We are a long-established and highly-successful Road Haulage Company based just north of Cardiff.

We have rapidly expanded over recent years, with t/o reaching £4m and are budgeted for further rapid growth. We have an excellent opportunity for a first-class financial accountant to assist in our development.

The successful applicant will be expected to contribute significantly to business planning and the overall commercial management of the business. The initial emphasis will be on the rapid development of the company's management information system as well as being responsible for the finance and data-processing

information. Long-term career prospects are excellent.

Candidates, aged 28-40, should be qualified accountants (CACA, CIMA, ACA) of graduate intellect who can demonstrate successful achievements to date.

Interested applicants should write with full c.v. including daytime telephone number to:

The Managing Director,  
Rhys Davies and Sons Limited,  
Moy Road Industrial Estate,  
Taffs Well,  
Nr Cardiff, CF4 7QA

## Director of Finance

Herts/Essex border c£25,000 + car + profit share

Our client is a US subsidiary (T/O £10m) part of a multi-national organisation which manufactures and markets specialist products at the forefront of technology for worldwide use.

This key appointment will appeal to a graduate qualified accountant, aged 30-35, with keen business acumen and proven commercial experience at senior level in a manufacturing environment.

As part of a management team reporting to the Managing Director, he/she will assume overall direction of the Company's financial activities including the continuous review of pricing proposals and updating of all computerised systems. In addition there will be responsibility for the development of the strategic business plan for the UK and the investigation of new business opportunities in Europe.

Candidates must demonstrate the personal qualities required to liaise effectively with North American and European colleagues and the technical and professional skills to contribute to the improved profitability of the Company.

Applications under ref RC236 to:—  
Miss Marion Williams, The McCann Consultancy,  
4 Bouverie Street, London EC4Y 8AB.

## Appointments Advertising

£43 per single column centimetre  
Premium positions will be charged £52 per single column centimetre

For further information, call:

01-248 8000  
Daniel Berry  
Ext 3456  
David Rhodes  
Ext 4676  
Tessa Taylor  
Ext 3351



## FINANCIAL CONTROLLER

City

c. £25,000 + car + benefits

The Yasuda Fire & Marine Insurance Company of Europe Limited is the London based European subsidiary of the Yasuda Group of Companies - one of the leading non-life insurance groups in Japan with operations throughout the world.

The Company is seeking a replacement for the current finance director who will be retiring in 1988.

The candidate will be responsible for the Company's financial functions and will play an essential part in achieving the Company's ambitious future growth plans in Europe.

Candidates, 27 to 40, should be qualified with a broad based accounting knowledge and an interest and aptitude in the development of computerised systems. Experience in a non-tariff insurance company, broker or Lloyd's syndicate would be ideal.

Self confidence, initiative and the ability to communicate and influence decision making is essential. Salary is negotiable at £25,000 with a fully expensed car and other fringe benefits.

Please send brief career and personal details, quoting reference F/067/A, to Carrie Andrews at Ernst & Whinney Management Consultants, Becker House, 1 Lambeth Palace Road, London, SE1 7EU.

**EW Ernst & Whinney**

## Financial Analyst

International Music Business



Warner



Elektra



Atlantic

WEA International Services Ltd provides financial and administrative services to WEA International Inc. (a U.S.-based company) and its twenty-four affiliated subsidiary companies and numerous licensees. The affiliates and licensees conduct their business in virtually every major country in the world excluding the U.S.

The environment is characterised by the high natural pace of the record industry, the international nature of the activity and a highly developed finance system utilising the best of modern systems and communications technology.

In this role you will be expected to provide a comprehensive financial service to WEA International Services Senior Management. This will focus particularly on areas such as financial reporting, consolidations, budget preparation, forecasting, interpretation of results and a variety of ad hoc analyses and investigations.

The requirement is for a qualified accountant in their late 20's or early 30's with good communication skills and offering a high standard of computer literacy. Experience in a U.S. multi-national environment is desirable.

My client offers a fully competitive range of employment conditions. Location - Central London.

Applicants of either sex should apply in confidence to Michael Johnson on (0962) 53319 (24-hour service) or write to Johnson Wilson & Partners Ltd., Clarendon House, Hyde Street, Winchester, Hampshire SO23 7DX quoting ref. 756.



**Johnson Wilson & Partners**  
Management Recruitment Consultants

## Financial Accountant

WEST END

£20,000

Our client is a rapidly growing professional association. Due to a reorganisation in the finance department, a financial accountant is required to lead and direct the accounting team.

Reporting to the Financial Controller, the financial accountant will supervise the department and ensure that systems and procedures are in place in order to produce an accurate nominal ledger monthly from a computer based accounting system. Close liaison with the management accountant and other departments will be needed.

The successful candidate will be an ACA/ACCA with experience in problem solving in a high volume accounts department. This job is not for a willing flower and forthright determination, good communication skills and a hands-on approach are required.

Career prospects are good. If you believe you are up to this challenge, send a concise CV with salary history to Steve McBride.

**ROBSON RHODES**

Chartered Accountants

Management Consultancy Division  
188, Gily Road, London, EC1V 2NL

## Finance Director (Designate)

Construction c£20K + profit share + car

Our client is within the Construction Division of a major successful Group. Companies in the Division represent a wide spectrum of business areas in Construction and Maintenance. They are growing, profitable and have a combined turnover approaching £20m.

Reporting to a Main Board Director of the parent Group, an excellent opportunity exists to work closely in a number of autonomous business areas, which are at different stages of development, and assist the Directors with their business growth plans.

We would therefore like to hear from mature, practical, qualified accountants, probably aged around 30, with grass roots experience of building/civil engineering/subcontracting.

Older candidates will be considered. Of paramount importance are the personal qualities to facilitate rapid switching between different business areas, personalities, and levels of financial input. Career development prospects in the medium term are excellent.

Please write in confidence to Peter Willingham quoting reference LM883 enclosing your CV, current salary package and daytime telephone number, at Spicer and Pegler Associates, Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.



**Spicer and Pegler Associates**

Executive Selection

## GROUP CONTROLLER

Slough

c £40,000 + car + share options

A £75 million turnover group engaged in the marketing and distribution of a range of high technology products seeks a financial executive of exceptional ability to strengthen its management team. This appointment is part of a planned expansion programme which aims to achieve sales in excess of £200 million within two years.

The Controller's initial challenge will be to enhance financial reporting and controls to meet the standards demanded by the group's highly professional and commercial top management team. Thereafter the successful candidate will progressively take on broader responsibilities in preparation for further career development.

Applications are invited from qualified accountants or MBAs, aged mid-30's to circa 40, who possess proven people management skills, a quick mind, a resilient approach and a capacity for hard work. They should combine exposure to tight financial disciplines with experience in a medium sized operating company, ideally in a distributive industry.

Please send a comprehensive career résumé, including salary history and daytime telephone number, quoting ref 2784 to G. J. Perkins, Executive Selection Division.

**Touche Ross**  
The Business Partners

Thavies Inn House, 3/4 Holborn Circus, London EC1N 3HB. Tel: 01-353 7361.

## VENTURE CAPITAL A WAY IN

We are a major financial institution with a small team devoted to investment in unquoted securities. The present portfolio consists of 68 UK investments and 15 US investments. 1988 activity saw realisations from the unquoted portfolio of £25m and investment of over £14m in 29 companies. Due to the expansion we require another individual to join the team.

It will be your responsibility to establish monitoring systems and work closely with the existing members of the team to ensure the continued effective monitoring of investments. It is anticipated that you will be absorbed into the mainstream unquoted investment activity within two or three years.

You are likely to be a recently-qualified ACA, ACMA or ICMA or an individual who wishes a change in direction from your present career path in a financially-related activity.

Please write with full curriculum vitae and salary details to:

Box A0540, Financial Times  
10 Cannon Street, London EC4P 4BY

مكتبة المجلد

## Chief Accountant

Merchant Bank

City

to £35,000 + car + benefits

Our client is a major merchant bank with extensive international activities, and an outstanding reputation for offering a wide range of innovative financial services.

A Chief Accountant is needed to manage a young finance team responsible for all aspects of accounting, financial control, and company secretarial matters.

The successful candidate must be a Chartered Accountant, aged 27-35, with recent experience of the finance sector, and a minimum two years experience outside of practice.

This position will represent a significant challenge to the right applicant with excellent career prospects throughout the group's worldwide operations.

Interested applicants should write to Jon Anderson ACMA, Executive Division, enclosing a comprehensive CV and telephone number at

39-41 Parker Street,  
London WC2B 5LE,  
quoting reference number 412.



**Michael Page Partnership**

International Recruitment Consultants

London Windsor Bristol St Albans Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
A member of Addison Consultancy Group PLC

## Group Finance Director for a Public Company

North West

c£40k + car + executive benefits

Our client, a plc whose annual turnover now exceeds £80m is seeking a Group Finance Director to consolidate and develop its ambitious plans for continued growth. Reporting to the Chief Executive the successful candidate will contribute directly to the business planning process and take specific responsibility for:

- Reviewing all accounting systems and ensuring the highest level of financial performance throughout the Group.
- Co-ordinating Group management information systems and computer strategy.
- Ensuring that the statutory financial reporting requirements of a plc are met in full.
- Financial evaluation of acquisition prospects and major capital projects.
- Treasury management including the review of alternative and additional sources of finance.

Applications are invited ideally from qualified Chartered Accountants, aged 30-45, who must be able to display an outstanding track record including broad experience of all the above areas and of operating within a manufacturing environment.

To complement this experience and expertise, highly developed personal skills are also required including:

- The commitment and energy to influence and motivate at all levels of the Group.
- The determination and capacity to make a major impact on both operational and strategic Group activities.
- The acumen necessary to advise and act on the implications of all relevant financial information.

Applicants should write with full personal and career details (including details of current remuneration package) quoting reference PS/215 to Paul Bailey, Spicer and Pegler, Chartered Accountants, Derby House, 12 Booth Street, Manchester, M60 2ED.



**Spicer and Pegler**  
Personnel Services

## Finance Director

W. Yorkshire

c£22,000 + Car + Bonus

Our client, is an autonomous, engineering subsidiary of a highly acquisitive, rapidly expanding, medium sized UK Plc. Their product range has an enviable reputation in the UK and Overseas, which has resulted in the successful penetration of their market sector.

They now seek to recruit a Financial Director who, reporting to the Managing Director, will be totally responsible for the accounting and data processing functions. In addition to the normal financial responsibilities, the individual will be expected to make a significant input into the overall commercial management of the business, as well as closely monitoring their Overseas interests.

Candidates, aged 30-40, will be qualified accountants, with a strong track record in manufacturing financial management, utilising sophisticated D.P. systems, together with a high degree of commercial awareness, managerial and communicative ability. Prospects within the Group are excellent.

Relocation facilities are available where appropriate. Interested applicants should write to Stephen J. Broadhurst, quoting ref: L8336, at Michael Page Partnership, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX. (Tel: 0532 450212).



**Michael Page Partnership**

International Recruitment Consultants

London Windsor Bristol St Albans Birmingham Nottingham Manchester Leeds Glasgow & Worldwide  
A member of Addison Consultancy Group PLC

## Management Auditor Key role in major charity

£20,699-£22,414

Barnardo's is a Charity providing services to young people and families with special needs and to do this we raise funds from the public and government sources and maintain a range of support services including financial accounting, property management and publicity. We are committed to achieving effectiveness and value for money in all these operations.

There are two main aspects to this appointment. One is to assist Directors in the constant appraisal of the use of all resources to ensure maximum benefits including the use of management services techniques. The other is to monitor internal audit control systems to ensure that assets are adequately protected, income properly accounted for, and that payments are properly authorised.

The vacancy arises from the death of the previous occupant, who had held the post since its inception in 1974. The role is therefore well established. However, there will, no doubt, be benefits to be gained from the fresh and different approach of the new leader, who will also be able to contribute to our forthcoming review of our computer systems. This could lead to us setting up our own data processing facility.

The post reports to the Senior Director and is based at our headquarters. It calls for a candidate of degree level or equivalent, with training and/or qualifications in either computer studies, management or business studies, accountancy or administration with wide ranging experience in accounting audit, computing and management services.

Barnardo's is a Christian Child Care organisation and offers a comprehensive package of conditions of service including relocation expenses and transferable pension. Applications for posts are welcomed from persons irrespective of disability, marital status, sex or race.

Further details and application form are available from Mr V H Givan, Personnel Manager, Dr Barnardo's, Tamers Lane, Barkingside, Ilford, Essex Tel: 01-550-8822.

Closing date 15th June 1987  
This is a re-advertisement, previous applicants need not apply.



**Barnardo's**

### Appointments Wanted

#### CLASS CONSCIOUS?

Senior Executive in late 30's with first class financial and general management abilities, seeks suitable position with company requiring development and leadership. Package includes international and fund raising experience, plus FCA, BA, and a sense of humour. Write Box 40635, Financial Times, 10 Cannon Street, London EC4P 4BY.

#### APPOINTMENTS ADVERTISING

£43 per single column centimetre. Premium positions will be charged £52 per single column centimetre. For further information, call: Daniel Berry 248 4782.

## FINANCIAL & ACCOUNTING OPPORTUNITIES

CAPITAL MARKETS

A major investment banking company with a global trading presence is seeking several Managers and Senior Staff Accountants for their trading control function. Significant and continued expansion has created many opportunities at all levels in the trading and capital markets areas.

THESE POSITIONS REPRESENT  
REALISTIC PROMOTIONAL  
OPPORTUNITIES WITHIN THE  
FINANCIAL, PRODUCT MARKETING  
AND TRADING FUNCTIONS.

#### MANAGERS

Base salary £35,000-£38,000 plus car, plus bonus, plus generous range of benefits.

Selected candidates should possess a University degree, be Chartered Accountants with approximately 7 years of "Big 8" accounting experience plus, ideally, 1-2 years experience in a financial services organization. Knowledge of industry products highly desirable. Computer literacy required.

#### SENIOR ACCOUNTANTS

Base salary £25,000-£28,000 plus car, plus bonus, plus generous range of benefits.

Selected candidates should possess a University degree, be Chartered Accountants with 5 years of "Big 8" accounting experience preferably with a financial services sector background. Computer literacy required.

Please send a full CV including current salary to: Box 40635 Financial Times, 10 Cannon Street, London EC4P 4BY.

## ACCEPT THE CHALLENGE

Baltic PLC has a record of dynamic expansion achieving an annual growth rate of 30% over the past five years. Market capitalisation is in excess of £70 million. We are continuing to expand our business activities through asset finance, contract hire, property investment, development and finance; corporate finance particularly BES and acquisitions. Consequently we are seeking ambitious, self-motivated decision-makers with the creative ability to contribute and develop ideas and manage them to a successful conclusion.

If you can demonstrate an understanding of the legal and financial implications of our business and can show a record of success through your own creative and management skill then there is a real career opportunity with Baltic. A generous remuneration package is available.

Write in full confidentiality, with a comprehensive c.v., to:  
The Managing Director  
BALTIC PLC  
25/26 Albemarle Street, London W1X 4AD

## TORONTO DOMINION BANK

### INTERNAL AUDIT MANAGER

The Toronto-Dominion Bank is one of Canada's major international banks with a substantial London presence established over the past 75 years.

We have an attractive opportunity within our London operations for a well qualified financial officer. The successful candidate will be based in London and will work under the direction of the Bank's Inspection Division located in our corporate headquarters. Leading a small internal audit group, the individual will have a key accountability of planning and executing a comprehensive and ongoing internal audit process.

The successful candidate will be a highly motivated individual with a professional accounting designation, coupled with a minimum two years' related experience. Audit experience within a banking environment including the related treasury and capital market areas are desirable assets for this important role.

This assignment offers considerable challenge, scope, and an excellent opportunity for career advancement in other key financial areas of our organisation, including corporate finance, treasury and capital markets. We offer a fully competitive salary and comprehensive range of employee benefits.

Please forward your C.V. in complete confidence to:  
Mr J. W. Green, Manager, Human Resources,  
The Toronto-Dominion Bank,  
14/18 Finsbury Square, London EC2A 1DB.



## ACCOUNTANTS £15-18K + BONUS CITY

To assist with their continued programme of vigorous growth, a leading U.S. Investment Bank has retained us to recruit accountants for a variety of key roles. These are all new appointments in an entrepreneurial company whose dynamic growth and innovative attitude constantly creates opportunities for progression.

**Fixed Income:** Responsibilities include the production of management accounts and maintenance of position control for fixed income products in several currencies.

**Equities:** Assisting with the preparation of management information arising from a sophisticated global equity system.

**Futures:** Maintaining control of positions and monitoring of various trade related costs and brokerage.

Experience from a similar background would be ideal, but strength of character and the determination to succeed are essential in a task orientated environment where results are the priority.

To apply please contact David Goodrich  
Telephone 01-588 7287

**JOSLIN ROWE ASSOCIATES**

Bell Court House, 11 Blomfield Street, London EC2M 7AY

BANKING RECRUITMENT CONSULTANTS



## Finance Director

WILLIAMS HOLDINGS PLC VEHICLE DIVISION

Derby

Attractive Salary &  
Prestige Car

Williams Holdings have achieved a rapid, profitable growth in sales from £5 million to £300 million in five years. It is their intention to increase this pace in the coming years by further organic growth and acquisition. The £50 million Vehicle Division is a key part of this future, and requires the stewardship of an outstanding Finance Director, guiding the business and supporting the Managing Director.

You will be an energetic, qualified accountant, with substantial experience of leasing, hire purchase and contract hire. You must have the vision and vigour to contribute to the strategic decision making of the business. Your career will have progressed in a

dynamic culture, where you have demonstrated the ability to react to opportunity in both organic development and the acquisition of new business.

Apart from an attractive salary, prestige company car and large company benefits, you will have the rare opportunity of entering a business on the threshold of substantial growth, providing ample scope for personal development and reward.

If you are able to meet these exacting criteria please write with details of your career to date to: John Cornish (Ref AR3009), March Consulting Group, March House, 13 Park Street, Windsor, SL4 1LL.

**MARCH**

CONSULTING GROUP

## Financial Controller

WESTERN HOME COUNTIES

£30,000 + car +  
excellent benefits

With UK sales growth averaging 25% annually for the last 10 years, this blue chip US multinational has a reputation for innovation. 1987 sees the launch of a major new venture. Our client is investing heavily to create a team to develop and market advanced information technology for selected market sectors. The product is expected to rapidly become a market leader.

To help achieve these aims the management team requires a practical Finance Executive with innovative flair. Your role will involve building and developing a finance team; implementing financial procedures and systems; working closely with other management team members in devising strategic and business plans; and advising on the financial aspects of key decisions.

Applicants, probably aged over 28 years, will be qualified accountants with broad commercial experience, preferably at a senior level within a multinational environment. Experience within the financial services sector would also be of interest. The high level of commitment required will be rewarded with outstanding career prospects.

The substantial benefits package includes an attractive car package, pension scheme, private health care and full relocation expenses where appropriate.

For further information please forward full career details to Sue Rossiter or telephone her directly. (Outside office hours 0734 45332). All applications will, of course, be handled with total confidentiality.

the fleet partnership

Financial Recruitment Consultants, 40/43 Fleet Street, London EC4Y 1BT 01-583 6613

## INTERNATIONAL TREASURER to £38,000 + CAR + BONUS

Prime Computer is a successful, fast growing company with world beating state-of-the-art products in the mini computer industry, and we operate on a worldwide basis.

We are looking for an experienced International Treasurer to locate and manage this function from the U.K. where we can have access to major financial institutions.

We intend to consolidate our International Treasury function under local management in London.

As the International Treasurer you will be responsible for our total FX operations through our investment and finance subsidiaries, and International Distribution Centre. You will also manage the necessary banking relationships, develop hedging policies and work with the International Subsidiaries throughout the world to enhance cash management. The management of our investment portfolio is an integral part of this function. You will be supported by dedicated professional staff and work

through the local HQ and UK subsidiary finance operations, who will provide administrative assistance and local management. You will report directly to the USA as part of the corporate treasury organization.

Experience of international treasury is a pre-requisite for applicants. We will also require the communication skills necessary to work with international management in a matrix structure.

This is a senior corporate appointment and will carry an appropriate package. Salary will be between £33k-£38k and coupled with a generous bonus, company car and other executive benefits.

For more details write with a full CV, to Andrew Turner, Human Resources Director, Prime Computer Europe/Middle East/Africa, The Hounslow Centre, 1 Lampton Rd., Hounslow, Middlesex. Please quote reference REG on envelope.

**Prime.**

## CHIEF ACCOUNTANT TO £20,000 + Car

Orient-Express Hotels, associated with the highly successful Sea Containers Group, are seeking an ambitious, self motivated Qualified Accountant to take responsibility for our train, retail and travel activities.

This will include dealing with all the financial aspects of the Venice Simplon-Orient-Express, the range of Orient-Express products and the company in-house travel agency. Also involved is the supervision of staff, developing accounting systems, preparing regular accounts, cash forecasting and financial advice to the management.

Responsible to the Deputy Financial Controller the successful candidate will have at least 3 years' post-qualification experience, some of which should have been gained outside the profession. Any background of working for US companies would also be an advantage.

For further details please contact Miss A.D. Clarke  
Deputy Personnel Manager  
Orient-Express Hotels Inc.  
Sea Containers House  
20 Upper Ground  
London SE1 9PF

orient-express hotels

## CHIEF ACCOUNTANT

Central London

Salary Negotiable up to £30,000 — Age not more than 40

We are acting for a well-known international group engaged in dealing in petroleum products. A reorganisation has involved an expansion of the UK operations and created a requirement for this senior financial position.

The Chief Accountant will report directly to the UK managing director and be responsible for all the financial and management accounting functions and the selection and installation of a computerised accounting system. This is a key new appointment to assist the group in its future expansion plans.

The position is open to qualified accountants with not less than five years post qualification experience in an international trading business or other appropriate situation.

Applications in writing with full CV and salary details to:

EDWARDS SARIKHANI AND CO,  
Chartered Accountants  
Sceptre House, 169-173 Regent Street,  
London W1R 7FB. Tel 734 4104



## Corporate Strategy Newly/Recently Qualified Accountant

Package

£22,000 + Car

Within the Corporate Planning Team of this major British Retail Pte your responsibilities will include assisting with development of medium term strategy; acquisitions & profitability analysis. Presentation of a monthly commercial summary to the Executive Board will ensure high exposure at an early stage in your career.

Based in Central London, promotion is envisaged within 18 months to a Divisional Controllership. Candidates aged 24-28, ACA, CIMA or ACCA, will currently be employed either in Professional Practice or Commerce/Industry.

Alderwick  
Peachell  
PARTNERS LTD

Please contact JANE EASTON on 01-404-3155 at  
ALDERWICK PEACHELL and PARTNERS  
125 High Holborn London WC1V 6QA (Rec Cons)

## FINANCIAL DIRECTOR

CAMBRIDGESHIRE/ADJACENT A1

NEGOTIABLE TO £35K  
+ CAR + SHARE OPTION IDC

Our client, a well-backed 'start-up' 2 years ago, has now successfully reached the next important stage of its development, and is poised for an exciting period of expansion.

Now sought to join a small management team is (ideally) a degree level 'industrialised CA', aged 30-40, whose experience to date must include:

- \* 'Top level' financial control and management
- \* 'Shopfloor' management accounting
- \* Manufactured capital goods environment
- \* Integrated DP monitoring and reporting systems

For an appointee who can additionally bring personal qualities of drive, resilience and flexibility to a small but rapidly growing company environment, a commitment to full financial and managerial involvement is promised.

Candidates, male and female, please write to David T Bentley, Manager, Human Resources Division, 3i Consultants Ltd, 8 High Street, Windsor, Berks SL4 1LD, or telephone Windsor (0753) 867175 (24 hour service) for further details and an application form, quoting ref DB/666.



3i Consultants Ltd  
Human Resources Division



## Bath Negotiable Salary ASSISTANT TREASURER

C H Beazer (Holdings) PLC is one of the leading U.K.-based general construction companies with international interests in house building, property, contracting and building materials.

We are seeking an Assistant Treasurer to join our Group Treasury. Reporting to the Group Treasurer, responsibilities will include dealing on the financial markets and will involve cash, foreign exchange and short-term funding management. They will also include the operation and development of monitoring and reporting systems.

The successful candidate will be in his/her late 20s/early 30s, with a professional qualification and at least two years' experience in a corporate treasury department, banking or accountancy. A proven ability to act on one's own initiative is an essential requirement. An attractive remuneration package is offered, together with relocation assistance where appropriate.

Applicants should write with a full c.v. to The Group Treasurer, C H Beazer (Holdings) PLC, 2 Midland Bridge Road, Bath BA2 3EY.

## EUROPEAN AUDITOR CITY £Neg + Financial Services Benefits

Our client, one of the largest insurance organisations in the world, writes all major lines of direct, reinsurance, life and marine business, and is represented in over 100 countries worldwide.

An opportunity now exists for a qualified accountant, with insurance industry experience, to set up the internal audit function for Europe. Based in its London Headquarters the job holder will report directly to the Vice-President, Internal Audit, at the Corporate Home Office in New York.

Candidates, preferably Chartered Accountants, should be aged 25-35, have good auditing experience in the insurance industry and preferably have experience of computerised systems. Travel both within Europe and to the USA can be expected. This will be a first class opportunity to take up a challenging role with real potential for long term advancement. Salary will be commensurate with experience and an attractive benefit package is also offered.

For further details contact David Frusher on 01-353 1244, or write enclosing a comprehensive Curriculum Vitae to  
ASA International, Ludgate House,  
107-111, Fleet Street, London, EC4A 2AB.

ASA International

## £22,000 p.a. Assistant Financial Controller The City FINANCIAL SERVICES

A recently qualified Chartered Accountant, male or female, is required to assist the Group Financial Director of this rapidly expanding PLC. The Group provides a range of corporate finance, banking and consulting services through a number of subsidiary companies. The Company is pursuing a policy of growth by acquisition. An outstanding career opportunity in a financial services environment. Fringe benefits include contributory pension, and medical/life cover. Suitably qualified candidates please phone 01-600 4709 for an application form quoting GF709 (24 hour service).

GREYFRIARS  
EXECUTIVE RECRUITMENT

JOHN W G FORBES MANAGING DIRECTOR  
104 NEWGATE STREET, LONDON EC1

## HEAD OF CONTROLLING/ REPORTING c.£22,000

Based in Central London, our client, a major international magazine publishing house is currently seeking a bright, positive individual for this key position.

Reporting to the Managing Director, responsibilities will include:

- preparation of monthly management reports
- budgeting and forecasting
- ad hoc internal audits and analysis
- preparation of long term plans for new projects

Candidates must be qualified accountants, aged 28-35; with at least 5 years' management accounting experience, to include monthly reporting, budgets, forecasting and 'hands-on' experience.

A working knowledge of French and/or German would also be an advantage.

The position offers scope for significant career development with this progressive and expanding Company.

Interested candidates should contact Fiona Davidson at Robert Half Personnel, Roman House, Wood Street, London EC2Y 5BA. Telephone 01-638 5191, evenings 01-226 9700.

ROBERT HALF

## PARTNERSHIP ACCOUNTANT SECRETARY

Central London

Age: 35-45

To: £30,000 plus car

Our client is a major firm of Chartered Quantity Surveyors with offices throughout this country as well as interests overseas.

An excellent opportunity has arisen for a mature, qualified accountant to take full responsibility for all financial and administrative aspects of the practice. This senior position requires good inter-personal skills and a keen commercial awareness. The opportunity to make a significant contribution to the Practice's anticipated expansion offers excellent prospects to the right candidate.

Please send full curriculum vitae with handwritten covering letter to B. E. Ayres, Ref. H228.

MOORES  
&  
ROWLAND

50 St. Andrew Street  
Hertford SG14 1JA  
Tel: Hertford (0992) 59321  
Telex: 818742 MARCA

MOORES & ROWLAND MANAGEMENT ADVISORY SERVICES LIMITED

## RECRUITMENT and PERSONNEL SERVICES

The Financial Times proposes to publish a  
Survey on Recruitment and  
Personnel Services on

July 1 1987

Among the subjects to be reviewed will be:—

RECRUITMENT CONSULTANCIES  
OUTPLACEMENT CONSULTANCIES  
REMUNERATION PACKAGES  
TESTING METHODS

For more information about advertising in this  
Survey and a copy of the synopsis, contact:

Louise Hunter  
on 01-248 8000 ext 3588  
or  
01-248 4864

FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER  
LONDON · FRANKFURT · NEW YORK



# SECTION II - COMPANIES AND MARKETS

## FINANCIAL TIMES

Thursday May 21 1987



### CANADIAN-OWNED GROUP SUFFERS FIRST FALL

## Int'l Thomson in loss

BY BERNARD SIMON IN TORONTO

INTERNATIONAL THOMSON Organisation, the Canadian-owned publishing, travel and energy group, suffered its first loss ever in the three months ended March 30.

The net loss attributable to common shareholders was US\$5m, or 1 cent a share, compared to earnings of US\$10m, or 6.5 cents, a year earlier.

Income before preferred dividend payments was US\$2m. Sales rose from US\$500m to US\$585m.

Earlier this year ITO switched from reporting in sterling to US dollars, reflecting the growth of its

North American publishing business. Figures for 1986 have been converted at an exchange rate of US\$1.48 to C1.

The loss was caused mainly by seasonal factors, such as disproportionately high overheads allocated during the slack winter months to the travel business. Oil prices and volumes declined.

The gradual drop in the contribution of ITO's North Sea oil and gas interests has made the company more sensitive to the seasonal na-

ture of the travel and publishing businesses. ITO yesterday said a higher proportion of income would be earned in the second half of the year.

Despite seasonal losses, publishing made a "strong start" to 1987, with improvements centred on British regional newspapers, and US book publishing and business magazines.

In the travel division, Thomson Travel's winter volumes were up 48 per cent. Summer sales are 20 per cent ahead of last year.

## Allis receives new offer for units

By Our Financial Staff

ALLIS-CHALMERS, the struggling US process equipment group, has received a proposal to buy its solid process equipment, Stephens-Adamson, Industrial pump power generation systems businesses for a total price of \$150m.

The company had previously announced that it had entered into a letter of intent with Boliden of Sweden under which the base metals mining group would buy its solid process equipment business for about \$90m.

Allis-Chalmers said it also has received a number of other proposals related to its industrial pump business and is in the process of soliciting proposals for its Stephens-Adamson and power generation businesses.

Allis-Chalmers said the latest proposal, from CA Ltd, appeared to be subject to obtaining financing and to certain other conditions, including entering into a definitive contract.

The company said completion of the recently proposed disposition of these and other businesses was subject, among other things, to successful completion of a restructuring to deal with debt and pension obligations.

## Koc Group's earnings rise

By David Barchard in Ankara

THE KOC Group, Turkey's largest industrial group, made net profits of \$124m in 1986 against \$93m in 1985, on turnover of \$3.2bn.

KOC, whose empire stretches from the motor industry, consumer goods, durables and white goods to textiles and banking, still remains strongly tied to the home market.

### AIRLINE REMAINS IN THE BLACK DESPITE SETBACK

## Lufthansa hit by dollar

BY DAVID MARSH IN FRANKFURT

LUFTHANSA, the West German state-controlled airline, boosted net profit slightly last year to DM 64.4m (\$21.5m) from DM 63m in 1985. Although it turned in a DM 66.6m operating loss as a result of the sharp fall of the dollar.

Presenting a mixed picture of significant traffic growth disturbed by international political crises and erratic currency fluctuations, Mr Heinz Ruhnau, the chairman, yesterday, gave a cautious forecast about this year's results. Lufthansa would, however, remain in the black, and planned to boost the number of passengers carried to more than 17m from 16.61m in 1986, he said.

The airline is paying an unchanged DM 3.50 dividend on its

1986 results, with DM 1.4m added to reserves. Group profits last year, including Lufthansa's Condor charter subsidiary and other companies, rose to DM 70.6 from DM 66.4m.

It is raising its basic capital by DM 300m to DM 1.2bn through issuing ordinary shares. This will amount to "a piece of privatisation," said Mr Günther Becker, board member in charge of finance. The voting capital share held by the government and other public authorities will fall from 91.2 per cent to 76.7 per cent after the transaction.

As a sign of an improving basic trend, Lufthansa's loss in the first four months of the year - when it traditionally works at a deficit before the summer traffic pick-up - was reduced by DM 33m compared

with the same period in the previous year to DM 182.

Lufthansa's operating loss in 1986 resulted above all from the rise of the D-Mark against the dollar and other currencies, which hit the D-Mark value of sales outside Germany - amounting to 50 per cent of its business.

The figure compared with an operating profit of DM 152m in 1985.

Lufthansa managed to stay in the black overall last year only through DM 131m in profits from non-operational areas, compared with a deficit of DM 6.1m in this sector in 1985. The profits here last year were made up above all of earnings channelled to the parent company from Lufthansa's chartering subsidiary.

## Surprise bid for Crazy Eddie

By James Buchan in New York

CRAZY EDDIE, the pioneer New York consumer electronics retailer, yesterday said it had received an unsolicited \$219m offer from its chairman, the eponymous Mr Eddie Antar.

News of the \$7 a share offer took the market by surprise and Crazy Eddie's stock jumped \$2 1/4 to \$7 1/4.

The offer, which Mr Antar is making with First City Capital Corp, was all the more startling in the light of Mr Antar's sudden resignation last January amid rumours that he was seriously ill.

Mr Antar, regarded as a gifted if eccentric businessman, in 1985 built the company from a single store in Brooklyn to a chain known nationally for its frenetic television advertisements claiming "insane" low prices.

The rumours about Mr Antar's health hampered Crazy Eddie's stock, which traded over \$20 last year and was a highly successful new issue in 1984. "It was never confirmed," said Mr Edwin Underwood, an analyst at Scott & Stringfellow, the Richmond, Virginia brokerage house.

He said Mr Sam Antar, now joint president of the company, had confirmed that his cousin was ill but that this was not expected to affect his "long-term association with the company."

Since then, Crazy Eddie has seen its sales from existing stores fall drastically for three consecutive months amid intense price competition in New York.

Earnings fell to only 2 cents a share in the March quarter (against 26 cents) and the company fell prey to takeover speculation.

There were rumours that Dixons, the UK retailer specialising in discount consumer electricals, had considered Crazy Eddie before its purchase of Cyclops, and its Silo chain, in March.

## Belgian retailer has good year

BY TIM DICKSON IN BRUSSELS

GB-INNO-BM, Belgium's largest retailing business, has announced a 22.4 per cent increase in its consolidated net profit to BFR 1.514bn (\$40.6m) in the year ending January 31. But consolidated earnings per share rose only 14.5 per cent to BFR 48.84, largely due to the substantial share and bond issue last October which increased the size of the company's equity.

Consolidated sales (which do not include foreign companies in which GB has less than a 50 per cent stake) rose marginally from BFR 124.9bn to BFR 129.5bn over the same period.

With roughly 8 per cent of total Belgian domestic sales, GB-Inno was one of the first in Europe to move into mass retailing from its initial department store base. It has a wide range of leisure and services activities, notably do-it-yourself stores and fast food restaurants which it has identified as areas of potentially strong growth. It has a significant interest in the US DIY business through stakes in Scotty's and Handy Andy.

The company is now beginning to reap the benefit of capital spending, diversification and closures carried out in the last few years and is hop-

ing to maintain the present rate of growth. Its forthcoming annual report is likely to establish a target of doubled profits over the next five years.

Last year, most of the improvement came from the Belgian operations - despite poor consumer spending trends - though in future the foreign companies are expected to make more of a contribution as the need lessens to plough back earnings.

Cash flow last year increased by 10 per cent to BFR 3.2bn and the proposed dividend on the ordinary shares is BFR 21.5 (\$5.5).

## Norway group's creditors fear write-off

BY KAREN FOSSLI IN OSLO

THIRTY-THREE foreign banks which provided loans totalling about Nkr 1.8bn (\$230m) to Kongeborg Vaapendfærsk (KV), the financially troubled state-owned Norwegian industrial group, fear the Government may ask them to write off more than 50 per cent of their outstanding loans to the company.

Ministry of Industry officials are deadlocked over how to rescue the company and make good its loans.

Three options are being studied, including total refinancing, bankruptcy or an "accord option" requiring more than 60 per cent of the creditors to agree to accept a loss.

The Government is expected to reach a decision by the end of this week, but it faces a problem with KV's jet engine division, its biggest loss-maker.

The Government needs to secure a deal to determine the amount it

can expect to recover before deciding KV's future, and what loan repayments the banks can expect.

Negotiations to buy the jet engine division are taking place with the holding company for the domestic airline Braathens Safe, Helikopter Services and Aker Norcem, and with the French company SNECMA to take up to 70 per cent of the company.

## Helaba operating profits decline

BY HAIG SIMONIAN IN FRANKFURT

HESSISCHE LANDESBANK (Helaba), West Germany's fourth-largest publicly owned bank, has reported a 12.6 per cent fall in operating profits for 1986 to DM 243m (\$137m) against DM 278m in 1985.

However, the outcome, which was attributable to a slight drop in overall profitability and a sharp rise on costs, remained "satisfactory" and was in line with expectations, said Mr Herbert Kazmierzak, Helaba chief executive. The bank is paying a renewed 5 per cent dividend.

Helaba's total group assets increased marginally to DM 70.5bn against DM 68.7bn in 1985. Interest income fell by 2.1 per cent to DM 556m from DM 569m in 1985.

The bank failed to benefit markedly from the sharp increase in commission earnings reported by many of its competitors, with profits for fee-related activities rising to only DM 70m from DM 65m in 1985.

Credit volume at Helaba rose by 2.5 per cent to DM 32.8bn in 1986, with long-term credits accounting for the rise.

The outlook for 1987 is "cautiously optimistic," said Mr Kazmierzak, although the bank is expecting a further fall in profits this year.

Deutsche Girozentrale (DGZ Bank), the West German bank owned by members of the country's savings bank movement, increased its operating profits by 12.2 per cent to DM 171m in 1986.

Interest income rose by 6.7 per cent to DM 224m while commission earnings climbed sharply to DM 18m after DM 10m in 1985.

## Navistar income increases sharply

BY JAMES BUCHMAN IN NEW YORK

NAVISTAR International, the US maker of trucks and diesel engines which has come back from the brink of bankruptcy, has registered net income of \$47.1m in the second quarter to April, a sharp increase from the \$19m in the 1986 second quarter.

The company, which changed its name from International Harvester after a drastic restructuring, also reported an improvement in sales revenues from \$800m to \$931.3m and a strengthening in its balance sheet.

Navistar's stock price, which has

been relatively strong this month, closed down 5 1/4 to \$7 1/4.

Earnings in the latest quarter were flattered by a \$21.9m tax loss. Navistar continues to enjoy tax losses capable of sheltering around \$1.3bn in profits.

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## AIBD BOND INDICES

WEEKLY EUROBOND GUIDE MAY 15, 1987

|                    | Yield  | Change<br>on Week | 12 Months<br>High | 12 Months<br>Low |
|--------------------|--------|-------------------|-------------------|------------------|
| US Dollar          | 9.483  | +1.195            | 9.619             | 8.440            |
| Australian Dollar  | 10.089 | -0.907            | 10.735            | 12.835           |
| Canadian Dollar    | 10.489 | +1.805            | 10.819            | 9.372            |
| Euroguilder        | 6.153  | -0.738            | 6.250             | 5.804            |
| Euro Currency Unit | 8.465  | 0.012             | 9.041             | 8.173            |
| Yen                | 5.616  | -0.071            | 6.702             | 5.218            |
| Sterling           | 9.444  | -0.798            | 11.609            | 9.443            |
| Deutschemark       | 5.912  | -0.705            | 6.652             | 5.912            |

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## Kredietbank earnings up 18.4% to BFr 3.2bn

By William Dawkins in Brussels

A STRONG rise in interest income from a buoyant private sector lay behind an 18.4 per cent rise in net annual profits announced yesterday by Kredietbank, Belgium's third largest commercial bank.

Net earnings reached BFr 3.18bn (\$86m) in the year to last March, up from BFr 2.68bn in 1985-86. As a result, the bank is increasing the dividend for the fourth year running, so that ordinary shareholders will receive a 5.7 per cent increase in the net distribution to BFr 115 per share.

Despite the dollar's fall, the balance sheet total ended the year up by 9.3 per cent to BFr 997.1bn. Performance was helped by a 10 per cent increase in all interest profit, reflecting a lively demand for credit from both private, corporate and individual borrowers.

Lending to the private sector rose by nearly 12 per cent to BFr 290.1bn, reversing the slight decline of the previous year. Lending to the normally credit-hungry public sector rose more slowly than in the past, by 2.7 per cent to BFr 286.6bn.

Customers' deposits also surged ahead strongly during the 12 months, by BFr 44.9bn to BFr 494.5bn. Other factors in the profits growth were a smaller rise in operating costs than in the preceding period and a decline in bad debt provisions.

## Stefanel profits rise to L27bn

By Our Milan Correspondent

STEFANEL, the Italian casual clothes producer which is a smaller-scale version of the Benetton success story, more than doubled its 1986 net profit, to L27.5bn (\$21.2m). At consolidated group level the result was marginally higher.

The company, which with 1986 consolidated group revenues of L172.2bn (\$132.9m) is about one sixth the size of Benetton, is owned by the Stefanel family and founded in 1959.

Stefanel is planning to float about 25 per cent of its shares on the Milan bourse during the next few months.

## Daimler focuses spending on cars

By Andrew Fisher in Stuttgart

DAIMLER-BENZ, the West German vehicle group which has diversified into electronics, aerospace and engines, plans to invest up to DM 24bn (\$13.5bn) over the next five years, most of it in the car sector.

Mr Werner Breitschwerdt, the chairman, said most of the spending on cars would be aimed at further increases in quality through improved technology and equipment.

Only a small part of this, DM 16bn, would go on capacity increases. He said it would cost at least DM 1bn to develop a Mercedes car generation and twice as much again to build the models.

About DM 4bn of the DM 24bn will be shared between its new subsidiaries, AEG (electronics), Motoren- und Turbinen Union in engines, and Dornier (aerospace), with DM 5bn going on foreign lobby plants.

Last year, group capital spending rose from DM 4bn to DM 5.4bn, with the inclusion of

AEG for the first time. A further slight rise is planned for 1987.

Daimler, which raised group net income in 1986 from DM 1.68bn to DM 1.77bn and earnings per share from DM 67.75 to DM 78.50, is paying a DM 12 dividend, the same as for 1985—though without that year's DM 2.50 centenary bonus. It did not say how much of its 1986 profit came from cars and how much from other activities.

Mr Breitschwerdt said the outlook for 1987 was satisfactory. However, he said the world economic situation had worsened, adding a strong warning about the danger of increased protectionism.

Group turnover in the first quarter was about DM 300m higher at DM 15bn, with a 6 per cent rise to DM 16bn at the parent vehicle concern. The parent growth rate had shaded to 2 per cent over the first four months through industrial action ahead of the recent

wages and hours settlement.

"Even if the economic background is not as favourable as last year and exports are affected by the burden of the strong D-mark, we shall be able to continue the growth course achieved in past years," Mr Breitschwerdt said.

Acquisitions would give the group extra technological strength, which should enable it to develop growth potential, he commented. Cars would increasingly become part of advanced, computerised transport systems. New cars would be systems-orientated, a main area of future group co-operation being the development of integrated transport systems.

Last year, Daimler raised car output by nearly 10 per cent to 594,000 units, with sales split roughly half each between domestic and export markets. This year a further rise to just over 600,000 cars is planned. Production in the commercial vehicle sector, beset by world over-capacity and low prices,

was 6 per cent higher at 226,340 units.

Asked whether Daimler might take a stake in the European Airbus consortium, he said it was looking at the possibilities. Dornier, its subsidiary, builds parts for Airbus.

Mr Edvard Reuter, the finance director who was recently made deputy-chairman to strengthen the leadership of the enlarged group, said its cash resources now totalled nearly DM 15bn, but there were no concrete plans to spend this.

Group cash flow last year rose from DM 5.7bn to DM 7.1bn, he said. Thus Daimler was able to finance its investments entirely from its own resources.

Noting the effect of the D-mark's strength on revenues, Mr Reuter said the company had managed to offset some of this through price rises and currency hedging. Otherwise, the dollar's fall would have cost Mercedes-Benz of North America an extra \$800m.

## Merloni nets L60bn in share and bond issue

By Alan Friedman in Milan

MERLONI Elettrodomestici, the second biggest home-appliance manufacturer in Italy after Zanussi, has raised L60bn (\$46.5m) through a first-time share and bond issue on the Milan bourse and in London.

Merloni, which until now was wholly owned by Mr Vittorio Merloni, former president of the Confindustria employers' association, has successfully floated 24 per cent of its shares to raise L30bn.

A similar amount was raised by the issue of five-year bonds convertible into Merloni shares and carrying a 7 per cent coupon.

If the paper is fully converted — bondholders may take up the option from next year — the proportion of Merloni's equity on the stock market will rise to 40 per cent.

About one fifth of the shares and bonds on offer were placed from London with international investors in an operation co-ordinated by Swiss Bank Corporation. The Italian share and bond offer was organised by a consortium of 33 banks led by Banca Commerciale Italiana.

The company, which markets its washing machines, refrigerators, freezers, cookers and dishwashers under the Ariston label, last year had L512bn of total revenues, against L441bn in 1985. Consolidated net profit last year was L5.5bn, up from L3.5bn.

The Ariston brand has a share of about 15 per cent of the Italian white goods market, compared with Zanussi's 23 per cent, Candy's 13.5 per cent, Ocean's 8.5 per cent and Indesit's 4 per cent.

Merloni said that 45 per cent of its total sales last year came from outside of Italy. The company has a workforce of 3,300 employees, of which 920 work abroad. Merloni operates five factories in Italy, one in Portugal and one in the UK.

## Volvo first-quarter income drops by 18%

By Sara Webb in Gothenburg

VOLVO, the Swedish motor, energy and food group, suffered lower profits in the first quarter, hit by the weaker dollar and higher product development costs.

Profits (after financial items) fell 18 per cent to SKr 2bn (\$321m), compared with SKr 2.4bn a year ago.

No full-year forecast was given and Volvo would not say whether profits were expected to show the familiar pattern of falling off in the third and fourth quarters. Profits (after financial items) amounted to SKr 7.5bn in 1986.

Group sales increased by 5 per cent to SKr 21.6bn,

against SKr 20.6bn in the first quarter of 1986. Lower exchange rates for the US dollar reduced the value of first-quarter sales by about SKr 1.2bn with just less than half of this due to oil trading.

Mr Pehr Gyllenhammar, Volvo chairman and group chief executive, said: "Volvo has continued to earn money at today's kronor-dollar exchange rate and I think we have a good chance of continuing to make money even with the dollar under pressure."

The US is Volvo's most important market, where it now has just over 1 per cent of the passenger car market.

Group operating income was 22 per cent lower than last year at SKr 1.86bn.

Car sales slipped 1 per cent to SKr 9,300, but demand increased in Western Europe and Japan. Demand in North America declined but showed signs of recovering towards the end of the period. Volvo delivered 118,000 cars during the first three months compared with 108,000 in the corresponding period last year.

Mr Gyllenhammar said that even excluding the car division, the group could have made a profit of SKr 2.5bn.

Volvo's food division showed a 98 per cent increase in sales

to SKr 2.43bn, chiefly due to the acquisition of Cardo, the investment company, which owned several food companies including Swedish Sugar. These results were consolidated in April, 1986.

Volvo's trading division suffered a 14 per cent fall in sales due to lower oil prices and the weak dollar.

Truck sales increased by 5 per cent to SKr 3,770n and demand in Western Europe and the US was strong.

Volvo said that orders for buses and bus chassis showed an increase and that the total market for heavy buses recovered slightly. Sales totalled SKr 37m.

entire group rose in local currency terms by 8.4 per cent in 1986. In Swiss francs, however, this fell by 1 per cent to SKr 7.68bn. In the non-life sector, the underwriting loss was reduced to SKr 367.5m, with an overall pre-tax profit figure of SKr 296.5m—up 13.8 per cent on the year before.

## Winterthur up 21% after underwriting improvement

By John Wicks in Zurich

THE Winterthur, insurance parent company, whose net profits rose 12.5 per cent to SKr 105.1m, is to propose raising dividends on increased capital to SKr 60—from SKr 57 in 1985—per share and SKr 12 per participation certificate.

Shareholders will also be asked to create approved

participation — certificate capital of up to 500,000 certificates of SKr 20 nominal value.

Together with the remainder of a similar approval granted in 1985, the Winterthur board would be able to issue up to a total of 740,000 of these non-voting shares at its discretion.

Total premium income of the

entire group rose in local currency terms by 8.4 per cent in 1986. In Swiss francs, however, this fell by 1 per cent to SKr 7.68bn. In the non-life sector, the underwriting loss was reduced to SKr 367.5m, with an overall pre-tax profit figure of SKr 296.5m—up 13.8 per cent on the year before.

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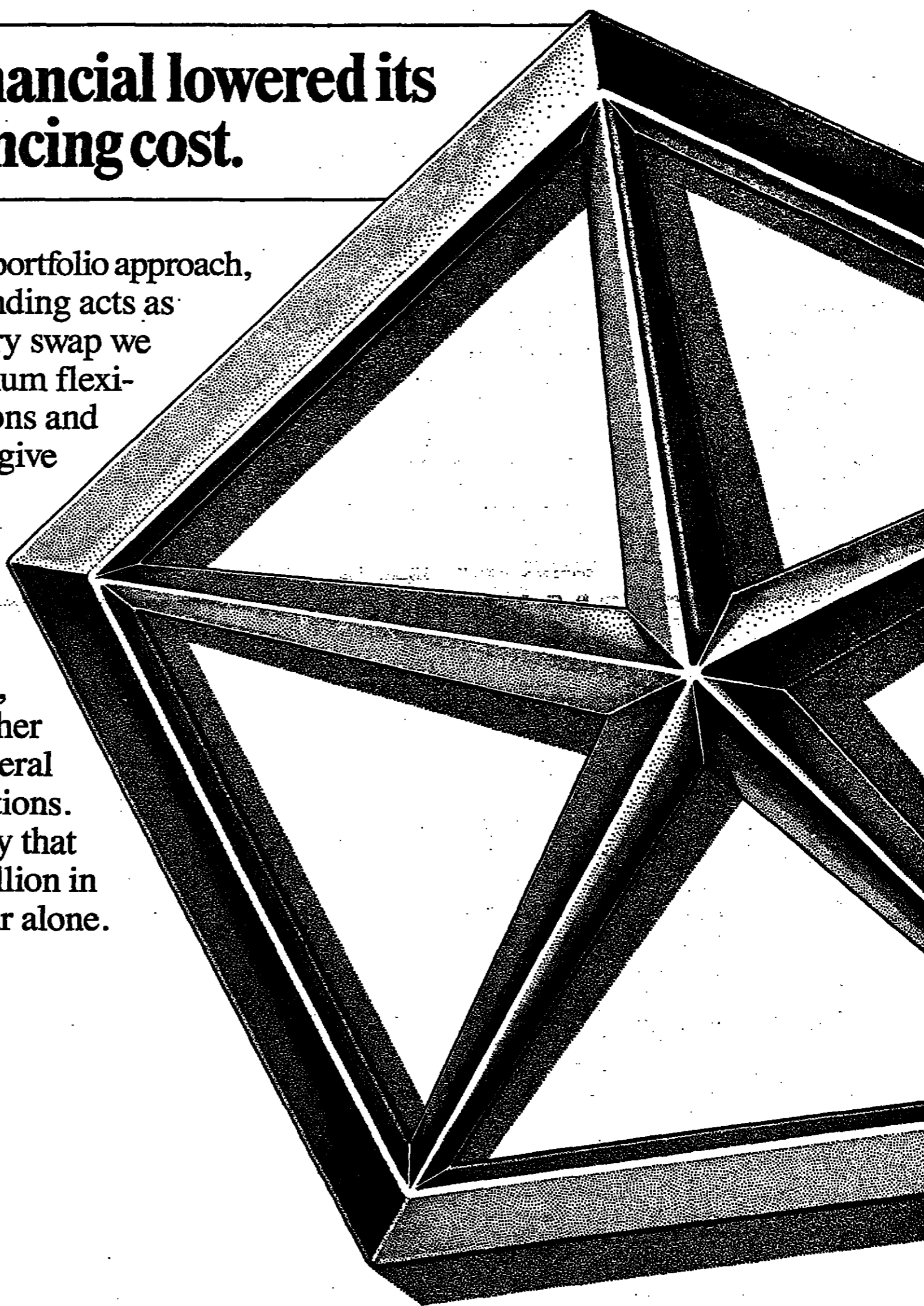
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## **Danes face up to changed climate**

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**Morgan Grenfell & Co. Limited**  
Reference Agent

## INTERNATIONAL COMPANIES and FINANCE

## Sony sees weaker result after first operating loss

BY YOKO SHIBATA IN TOKYO

SONY, the Japanese consumer electronics producer, has had to put off until 1988-89 the earnings recovery it is seeking, and now expects a flat to weaker result in the current year.

Results for the five months to March were severely affected by the yen's appreciation, and the parent company reported its first operating loss since it went public in 1985.

The deficit of ¥6.83bn (\$47m) for the irregular period — before a change in year-end — was a sharp turnaround from

comparable operating profits of ¥11.49bn. Sony managed pre-tax profits of ¥13.2bn, down 47 per cent.

The group as a whole showed a 56 per cent slide in net profits to ¥13.26bn, on a 52 per cent fall in turnover to ¥547.75bn.

Overseas sales fell 8.5 per cent to account for 70 per cent of the total, while domestic sales advanced by 2.4 per cent, attributed to a good showing in audio equipment, including compact disc players.

For the current full-year the

parent initially expected a 10 per cent increase in pre-tax profits. However, the outlook has dimmed and unconsolidated pre-tax profits are now projected at ¥30bn, down 13 per cent from the level for the year ended October 1986, on turnover of ¥1,000bn, down 3 per cent.

Sony is attempting to counter the adverse situation by expanding its overseas production and developing new products. In the meantime, directors are to lose their bonus payments.

## Fanuc shows plunge in earnings

BY OUR TOKYO STAFF

FANUC, the world's biggest manufacturer of numerically controlled equipment for machine tools, reported a 42.5 per cent fall in its unconsolidated pre-tax profits to ¥33.64bn in the year ended March 1987.

Net profits also plunged by 32 per cent to ¥19.03bn, on turnover of ¥118.57bn, down 30.3 per cent from the previous fiscal year. The annual dividend is unchanged at ¥15 per share.

puter numerically controlled (CNC) equipment declined by 29 per cent, electro-dischargers fell 25 per cent and industrial robots were down 70 per cent, while exports fell by 31 per cent.

The steep sales decline was attributed to sluggish demand from its customers such as machine tool manufacturers and other industrial machinery makers which were also hit by the deflationary impact of the yen's sharp rise.

For the current fiscal year, the company expects its exports will pick up, buoyed by full-fledged operation of its overseas joint subsidiary with General Electric of the US.

Assuming the yen stays at ¥135 to the dollar, annual sales are projected at ¥134bn, up 13 per cent, pre-tax profits at ¥38.6bn, up 14 per cent, with net profits at ¥18.4bn, down 4 per cent from the previous year. The annual dividend will remain at ¥15 per share.

## Steep decline in profits at Fuji Heavy

BY OUR TOKYO STAFF

FUJII Heavy Industries, the major Japanese vehicle and machinery group, yesterday reported a 51.4 per cent slide in its pre-tax profits to ¥14.84bn in the year ended March 31 1987.

The company said the upsurge of the yen's value reduced overall sales by 7 per cent to ¥715.72bn. With the strong yen

eroding profits by ¥95.9bn, net profits fell by 21 per cent to ¥10.31bn.

Annual turnover broke down into ¥603.6bn for automobiles, down 7 per cent, ¥22.38bn for machinery, down 17 per cent, ¥23.05bn for rolling stock, up 22 per cent, ¥23.14bn for buses, down 8 per cent and ¥38.56bn for aircraft, unchanged.

For the current fiscal year ending March 1988, pre-tax profits and net profits are projected at ¥16bn (down 6 per cent), and ¥8bn (down 22 per cent) respectively on turnover of ¥710bn, down 1 per cent.

Fuji Heavy Industries plans to increase its capital spending to an all-time record of ¥71bn for the current fiscal year.

## BNP plans to regroup its equity holdings

By George Graham in Paris

RANQUE NATIONALE DE PARIS, France's largest bank, is to concentrate its principal equity holdings in its subsidiary, Compagnie d'Investissement de Paris.

CIP will be jointly controlled by BNP, BNP's investment banking offshoot, and by Societe Financiere Auxiliaire, a 100 per cent BNP subsidiary, and will regroup the banking group's equity stakes of over FF50m (\$8.4m).

Mr Gerard Nouis, president of BNP, said yesterday that CIP could also bring in other partners from outside the BNP group, although the structure had not yet been finalised.

The new holding company will have total capital of FF30m-40m, and will take over some of BNP's larger holdings such as St Louis Bonchou, the food group; Sommer Alibert, the plastics and floor covering producer; and the Accor hotel chain.

BNP will act as one of the operational agents for CIP, which is expected to play more of a sleeping partner role with its stake than the investment banking company. BNP usually limits its holdings to a maximum of FF30m, though some have in the past exceeded this level — and aims to take strategic stakes.

In 1986, BNP's investments totalled more than FF200m, but sizeable disposals left its total portfolio FF18m lower at a book value of FF740m. The company's profits tripled to FF196.5m, of which around half was owing to a capital gain realised when it sold half its stake in Lorient, the food company taken over last year by St Louis Bonchou.

## ICI Australia in AS200m bid for drugs group

BY BRUCE JACQUES IN SYDNEY

ICI Australia, the quoted subsidiary of Imperial Chemical Industries, yesterday moved to increase its dominance in the Australian chemical and pharmaceutical industry with a takeover bid of over A\$200m (US\$144m) for F. H. Faulding, the country's leading pharmaceuticals group.

ICI is offering A\$7.10 for each of the Adelaide-based concern's shares and convertible notes, subject to a 50 per cent acceptance condition.

The Faulding board reacted by telling shareholders not to sell pending a meeting to be called "as soon as possible."

ICI directors said the two companies had complementary products and resources in the Australian health care industry and could expand more effectively together.

The bid compares with a last sale price of A\$6 for Faulding shares in Sydney yesterday. The Faulding share price has run up

from a 1987 low of A\$4.75 following a re-rating of the stock as a beneficiary of the Australian dollar's devaluation, and also for possessing a "high-tech" image.

The company had turnover in 1986 of nearly A\$300m and some medical research breakthroughs to its credit.

Faulding is also no stranger to takeover attempts, having survived two in the early 1960s from the group which is now Nicholas Kiwi and from the overseas-based Glaxo group.

The latter bid was blocked by the Foreign Investment Review Board, but following relaxation of foreign investment rules, it is unlikely that ICI would have problems in this area despite its British parentage.

Following the sale of a 23 per cent stake in the company by SA Brewing late in 1985, Faulding's major shareholder is now the AMP Society, which holds about 14 per cent.

## Modest after-tax advance for ACI International

BY OUR SYDNEY CORRESPONDENT

ACI International, one of Australia's largest industrial conglomerates, has come through a year under siege with a modest after-tax profit increase and plans to spend more than A\$200m (US\$144m) in Australia in 1987-88.

The company, which spent most of the past year under takeover pressure from Mr Alan Hawking's Equidoc group, lifted after-tax profit for the year to March from A\$86.5m to A\$96.1m on a turnover which was up from A\$2.1bn to A\$2.4bn.

Directors said the result reflected increased profits from overseas businesses, especially in the US which continued its offshore investment strategy. But considerable investments were planned at home in the current year.

Profits from Australian packaging operations rose by 18 per

cent in the period while start-up operations lifted their contributions by 35 per cent.

Directors also announced a reallocation of the company's land and buildings, which has added A\$91.5m to shareholders' funds. A decision will be made on dividend payment for the year on June 5, including the extent to which it may be franked under Australia's dividend imputation system.

The result followed a rise in interest provisions from A\$45.1m to A\$50.9m, while tax was virtually static at A\$93.5m. Depreciation provision rose from A\$102.6m to A\$111.6m.

However, the result excluded a large extraordinary loss of A\$104.3m compared with A\$13.5m profit previously. The loss was related to a previously announced write-off of the unamortised balance of foreign exchange losses on borrowings.

## Setback for Kumagai Gumi

By Our Tokyo Staff

KUMAGAI GUMI, the aggressive Japanese construction company, reported lower sales and pre-tax profits in the first half-year ended March 1987. Pre-tax profits fell by 9.5 per cent to ¥9.97bn with net profits reaching ¥4.6bn, up 4.2 per cent over a year before.

Mid-term sales slipped by 3 per cent to ¥336.6bn. The company blamed its lacklustre business performance on slack orders for overseas construction and real estate, which decreased about 80 per cent and 40 per cent from a year before, respectively.

Operating profits deteriorated by 20 per cent.

Full year pre-tax profits are projected at ¥26bn, down 3.4 per cent, and net profits at ¥11.5bn, down 5.5 per cent, on turnover of ¥300bn, down 4.9 per cent from the previous year. The annual dividend will be unchanged at ¥9 per share.

## Jordan bank results mixed

BY RAMI G. KHOURI IN AMMAN

FOUR LEADING Jordanian banks have reported mixed results for 1986, reflecting central bank-mandated higher provision levels and the continued dearth of good new domestic lending opportunities.

The Housing Bank had slightly higher pre-tax profits of JD 2.65m (\$8.6m), compared with 2.75m the previous year. The balance sheet total rose from JD 882m to JD 427m. The bank distributed JD 122m in cash dividends, at 11 per cent of par share value.

Jordan National Bank's balance sheet total rose from JD 1.35m to JD 1.47m and operating income was up slightly, from JD 12.5m to JD 13.5m, though net profit dropped from JD 2.04m to JD 1.96m. It distributed

JD 1.36m in 15 per cent cash dividends, against JD 1.64m the previous year.

The Bank of Jordan, which last year bought the Jordan operation of Chase, saw its balance sheet grow from JD 95.6m to JD 126.5m, with pre-tax profit rising from JD 1.8m to JD 1.91m. It distributed 16 per cent cash dividends worth JD 776,000, compared with the previous year's JD 570,000.

The Jordan-Kuwait Bank's balance sheet rose from JD 128.4m to JD 136.9m, but net pre-tax profit declined from JD 1.6m to JD 1.1m. The bank made no dividend payment for 1986, due to higher provision levels and a board decision to carry forward the JD 500,000 allocated for dividends to next year's accounts.

NEW ISSUE

All of these shares having been sold, this announcement appears as a matter of record only.

April 1987

7,000,000 Shares



ABM GOLD CORP.

Class A Common Shares

3,500,000 Shares

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Prudential-Bache Capital Funding

L. F. Rothschild, Unterberg, Towbin, Inc.

Salomon Brothers Inc.

Wertheim Schroder &amp; Co.

## Associated Japanese Bank (International) Limited

Extract from Audited Accounts

|                                   | 28th Feb. 1987 | 28th Feb. 1986 |
|-----------------------------------|----------------|----------------|
| Share Capital                     | 20,000         | 20,000         |
| Retained Profit                   | 13,257         | 11,620         |
| Subordinated Loans (£ equivalent) | 14,717         | 15,721         |
| Deposits                          | 531,873        | 545,581        |
| Loans                             | 387,179        | 392,158        |
| Total Assets                      | 587,869        | 603,067        |
| Profit before Taxation            | 3,696          | 4,030          |
| Profit after Taxation             | 3,537          | 2,777          |



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## UK COMPANY NEWS

## Body Shop deal clears way for US expansion

BY STEVEN BUTLER

Body Shop International, the rapidly growing, UK-based natural cosmetics products company, has cleared the way for expansion into the American and Japanese markets with an agreement announced yesterday to acquire for \$5m dollars "The Body Shop" trademark from two US companies, Janes Store and Madge.

Janes Store currently owns the trademark "The Body Shop" in the US and Japan, and is a wholesale supplier of cosmetic products using the trademark. Madge is licensed to use the trademark on retail

and mail order cosmetic products.

The vehicle for transfer of the rights over the trademark is to be the creation of a new company, Mark Transfer Company, which will own the trademark for cosmetic products in the US and Japan. The shares of Mark Transfer will be paid for by the allotment of 268,177 new ordinary shares of 5p each nominal value of Body Shop International.

Janes Store will continue using The Body Shop name until July 1 1988. Body Shop International may be obliged

to buy the Madge retail and mail order business at Madge's option within the next five years at a price earnings ratio of 8:1, based on the latest results at the time. Madge may continue using the trademark for five years in the San Francisco area.

Plans for expansion in the US are still modest, with one store scheduled for opening in New Jersey in the spring of 1988, and a store at an additional location in July 1988. A much broader expansion is anticipated in future years in both the US and Japan.

## Anglo United buys LCP Fuels

BY NIKKI TAIT

Anglo United, the opencast coalmining group in which Hilldown Holdings took a 29.9 per cent stake last December, yesterday emerged as the purchaser of LCP Fuels—a part of LCP group put up for sale by retailer, Ward White, following its successful £175m bid last year.

Anglo is paying £112.5m for the Midlands-based fuel distribution business. According to Anglo, the acquisition is part of its planned diversification away from the volatile coal extraction business and into other energy-related areas.

On a mix of audited figures and management accounts, LCP Fuels made £1.24m before tax in the year to end-March, on sales (in a 10-month period) of £41.9m. Net assets at end-January were £1.37m. Also included in the deal is a small cooking operation which made about £130,000 pre-tax.

Anglo is paying for the acquisition via a rights offer of 11.2m convertible preference shares—offering a fixed net dividend of 7.25p and convertible on a three-for-two basis between 1990 and 2000. These new shares will be offered to existing shareholders

on a basis of 10 convertibles for every 104 ordinary held.

Hilldown has agreed to take up its own rights entitlement, at a cost of £3.36m, but two Anglo directors who control 34.9 per cent of the company via two Netherlands Antilles companies, will not be doing so, and their shares will be placed directly with institutions. The issue, aside from the Hilldown entitlement, has been underwritten.

By using convertible stock to fund the deal, Anglo directors (helped by the friendly Hilldown stake) retain control of the business without putting up new money.

Anglo is still sitting on some £7m cash—the bulk of Hilldown's injection in return for its stake—but says it is saving this for smaller acquisitions.

Anglo, which claims to be one of the largest open-cast mining companies in Britain, also announced estimated pre-tax profits of £4.5m with earnings per share at 3.3p in the 17 months to end-March (its new year-end).

In the year to October 1986, Anglo made £3.36m before tax on sales of £15.8m. Anglo shares were unchanged at 50p yesterday.

## Cleves purchases Ex-Lands stake

Cleves Investments announced yesterday that it had acquired a 14.9 per cent stake in Ex-Lands, the investment company, and was seeking discussions with Ex-Land's board over the development of its activities.

Shares in Ex-Lands rose sharply, to close at 80p, up 27p on the day.

A spokesman for Cleves said it would be seeking board representation and felt it could make a "major contribution" to the business. But Ex-Lands said that after considering the approach with its main shareholder, Kivimäki which owns 49.99 per cent of its shares, it saw no purpose in continuing discussions with Cleves, which it had terminated.

## Bid on way for GRA

BY NIKKI TAIT

An agreed offer by property company, Priest Mariani, for GRA Group, the greyhound racing promoter, turned property company, looked increasingly likely last night, following yesterday's board meeting at GRA.

An announcement will probably be made ahead of the weekend—either late today or on Friday.

Yesterday, Priest Mariani's advisers, Samuel Montagu, would say only that negotiations between the two companies had reached an advanced stage.

However, Mr Simon Fussell, chairman of Priest Mariani, indicated that the property company envisaged running GRA as an independent leisure division within the group, with

GRA's chairman, Mr Isadore Kerman, joining the Priest Mariani board.

The current GRA policy—of upgrading and developing stadia where appropriate—would continue, he said. However, as time went on and depending on land values, alternative uses for certain sites might be considered.

GRA shares eased 1p to 122½p yesterday, valuing the company at around £53m. Earlier this week, Leisure Investments—another rumoured suitor—for GRA—sold part of its 5.6 per cent stake in the racing promoter, on the grounds that the price of the company had gone ahead of what Leisure thought it was worth.

## DIVIDENDS ANNOUNCED

| Company                | Current payment | Date of payment | Corresponding dividend | Total of last year |
|------------------------|-----------------|-----------------|------------------------|--------------------|
| Acasto & Hutchison Int | 3               | July 27         | 2                      | 5.75               |
| AIB                    | 6.25            | July 15         | 55                     | 1125               |
| Avon Rubber            | 3p              | July 6          | 2.5                    | 6.5                |
| Baggeridge Brick       | 0.75            | Aug 11          | *0.5                   | *1.75              |
| Bass                   | 4.5             | —               | 4.2                    | 17                 |
| Bischoffs              | 0.75            | Aug 21          | 0.65                   | 0.75               |
| Coloroll Group         | 3.45            | —               | 3                      | 5.15               |
| Cramphorn              | 12.5            | —               | 1.67                   | 6.17               |
| Cartmore Amer Sees     | 0.8             | —               | 0.7                    | 1.4                |
| Granite Coatings       | 1.5             | —               | 1.35                   | 2.5                |
| Hartwell               | 2.12            | July 31         | 1.77                   | 2                  |
| Irish Distillers       | 19              | July 21         | 2                      | 7.65               |
| Leeds Group            | 2.7             | —               | 2.25                   | 6.25               |
| Parkland Textiles      | 3.4             | July 10         | 3.2                    | 5                  |
| PWS Holdings           | 13.5            | July 3          | 4.4                    | 8.4                |
| Ranks Hovis            | 12.65           | July 10         | 2.12                   | 6.61               |
| RHP Group              | 2.2             | —               | 1.9                    | 5                  |
| Tunstall Group         | 1               | July 1          | 0.8                    | 2.48               |
| TR Prop Invest         | 0.88            | —               | *0.83                  | *1.33              |
| Whitbread              | 6.4             | July 24         | 5.55                   | 8.9                |

Dividends shown pence per share net except where otherwise stated. \* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock. § Unquoted stock. ¶ Irish pence throughout. || To reduce disparity.

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(Due June 15, 1987)

NOTICE IS HEREBY GIVEN pursuant to Section 3.04(g) of the Indenture dated as of June 16, 1972 among J. P. Morgan Overseas Capital Corporation, J. P. Morgan & Co. Incorporated, Guarantor, and Manufacturers Hanover Trust Company, Trustee, that in accordance with Section 3.04 of the Indenture the conversion price of the Debentures has been adjusted because of a 100% stock dividend from \$28.125 to \$18.0625 per share of Common Stock of J. P. Morgan & Co. Incorporated effective December 22, 1986.

**J. P. MORGAN & CO.**  
Incorporated  
(Guarantor)

May 21, 1987  
New York, New York

**NMB**  
**MINEBEA CO., LTD.**  
(Incorporated in Japan)  
U.S.\$100,000,000

Guaranteed Floating Rate Notes 1989

The Notes will be unconditionally and irrevocably guaranteed by  
**The Sumitomo Trust and Banking**  
**Company, Limited**

NOTICE IS HEREBY GIVEN that, pursuant to Condition 4 (b) of the Notes, Minebea Co. Ltd. (the "issuer") has elected to redeem on June 21, 1987 (the "Redemption Date") all of its outstanding Guaranteed Floating Rate Notes due June 1989 (the "Notes") at their principal amount. On and after the Redemption Date, interest on the Notes will cease to accrue and unsecured Coupons will become void.

The Notes should be presented and surrendered to the Paying Agents as shown on the Notes on the Redemption Date with all interest coupons maturing subsequent to the said date. Coupons maturing on June 21, 1987 should be detached and presented for payment in the usual manner.

May 21, 1987, London  
By: Citibank, N.A. (CSC Dept.), Principal Paying Agent

**CITIBANK**

## RHM half year profits up by 31 per cent



## RESULTS

Group profit before taxation for the half year ended 28 February 1987 amounted to £52.9 million compared with £40.2 million for the corresponding period of the previous year—an increase of 31.5 per cent.

Improvements in profits were recorded in all of the Group's continuing businesses. Particularly satisfying were the results of our general products division, where our chocolate, catering supplies, pasta and retail catering interests were much improved on the previous year. Our Far East and Australasian businesses also traded very satisfactorily.

The milling and bread baking divisions improved their results with the bakery division, as forecast, being in profit. Our grocery and packaged cakes divisions, operating not only in the branded sectors but also increasingly in the supply of own label products for our major customers, recorded profits ahead of those achieved last year. Following the disposal of our pasta interests in the United States the profits of the remaining companies were considerably ahead of the previous year.

Notwithstanding a higher taxation charge, earnings per Ordinary share rose by 16.8 per cent to 11.1p per share.

## INTERIM DIVIDEND

The Board has decided to pay on 10 July 1987 to Ordinary shareholders registered at the close of business on 19 June 1987 an interim dividend for the year to 5 September 1987 of 2.65p per Ordinary share, an increase of 25 per cent over the interim dividend of 2.12p per share paid in 1986. The dividend is also payable on the Ordinary shares allotted pursuant to the offer for Avana Group plc.

## AVANA

The Company's bid to acquire Avana Group plc became unconditional on 16 April 1987. As at 18 May 1987 the Company owned or had received acceptances representing in total 90.16 per cent of Avana Ordinary shares; acceptances in respect of Avana's Preference shares amounted to 99.07 per cent.

We are currently familiarising ourselves in more detail with the Avana businesses and early indications fully support our reasons for the acquisition.

## OUTLOOK

The Group continues to trade strongly and has made a good start to the second half of the year. I would therefore expect the year as a whole to be another satisfactory one.

Sir Peter Reynolds, Chairman

## RESULTS IN BRIEF

|                            | Half year to 28 February 1987 | Half year to 1 March 1986 | Year to 30 August 1986 |
|----------------------------|-------------------------------|---------------------------|------------------------|
| External sales             | £742.3m                       | £698.2m                   | £1,414.2m              |
| Profit before taxation     | £ 52.9m                       | £ 40.2m                   | £ 90.8m                |
| Earnings per share         | 11.1p                         | 9.5p                      | 20.7p                  |
| Interim dividend per share | 2.65p                         | 2.12p                     | —                      |

**RHM**  
RANKS HOVIS McDOUGALL PLC

Copies of the full Interim Report are available from: The Secretary, Department T, Ranks Hovis McDougall PLC, PO Box 178, Alma Road, Windsor, Berkshire, SL4 3ST



## Leisure boost for Bass gives £147m halfway

BOOSTED BY a good performance in its leisure activities, Bass raised its pre-tax profit by 13 per cent, from £130.1m to £147.4m, in the half year ended April 11 1987.

In the group's main activity of brewing, drinks and pub retailing the profit rose from £121.1m to £133.7m. Sir Derek Palmer, chairman, said a growth in beer volumes resulted in a good performance in the drinks and pub retailing business.

Lager continued to grow and accounted for more than half of beer sales.

Contribution from leisure moved ahead from £6.4m to £15.4m, with particularly good results in Coral Racing and Crest Hotels, both at home and abroad. The amusement machine business, however, did not achieve the same level of growth.

On prospects he said the second half had started well. He looked forward to continuing



Sir Derek Palmer, chairman of Bass

growth for the remainder of the year.

Sir Derek also announced his impending retirement from the board. He will leave on September 30 and become president. Mr I. Prosser will take the post

of chairman and chief executive.

Turnover for the group in the six months totalled £151.5m, compared with £137.1m the year before. Brewing, etc, provided £113.5m (£105.6m) and leisure £38.0m (£31.5m).

Earnings for the period rose to 28.4p (25.5p) and the interim dividend is increased to 4.8p net (4.2p).

There was an extraordinary credit of £13.9m this time, relating to surplus on disposal of the UK holiday centres together with the release of reorganisation costs provision no longer required.

Costs incurred in holiday centres to date have been charged to operating profit.

Since the end of the half year the company's bid for Horizon Travel had become unconditional. Terms will be satisfied by the issue of not more than 7.6m Bass shares, representing 2.3 per cent of the existing capital.

See Lex

## Arlington calls for £52m to expand

BY STEVEN BUTLER

Arlington Securities, the fast-growing property developer specialising in business parks, yesterday announced a £52.4m one-for-two rights issue, along with the exchange of contracts for the purchase from Electricity Supply Nominees of the Astec West Business Park, near Bristol, for £33m cash.

The rights issue comes just weeks after Mr Robert Maxwell sold his 16 per cent stake in Arlington to the Kuwait Investment Office (KIO). The KIO and Electra Investment Trust, which holds 5.4 per cent of the company, have indicated intentions to take up their entitlements under the issue.

Up to 26.5m new ordinary shares will be issued at 210p each. Arlington's shares yesterday fell by 7p to close at 243p.

Net proceeds of the rights issue would be used to finance the purchase of the site. An additional £8m would be used for further development of Astec West, while the remaining £11.4m is to be working capital for the company's continued expansion.

At the end of 1986, the group's existing capital base stood at £25.7m, with total development costs of the partnership in which the group was an equity partner, at £108.8m. The company said the additional funds raised would enable it to "borrow funds more easily without recourse to financial partnerships."

Forty-three acres of the 157-acre Astec West site have been developed, with a current annual rental income of approximately £1.6m. Planning consent has been obtained for development of a further 80 acres.

Arlington's shares were originally floated on the market in May 1986, at an offer price of 118p.

**CRAMPHORN** (USM-quoted garden centre operator): Pre-tax profits £24,542 (£22,270) on turnover of £6.87m (£6.31m) for six months to January 3 1987. Interim dividend 2.5p (1.687p), partly to reduce disparity. Earnings 3.77p (1.13p) per share after tax of £30,000 (£8,000).

## Terry Dodsworth on the future of a leading British manufacturer GEC moving through the gears

THERE IS nothing like a good corporate story, faced with a hint of radical change and featuring a strong personality, to capture the attention of the City. And what better for such an optimistic tale than Lord Weinstock's General Electric Company, short on fresh initiatives for many a year, yet boasting Britain's most celebrated industrialist at the helm?

In the last few weeks, it has been impossible to miss the buzz of the City's newly-aggressive sales teams disturbing a bullish new line on GEC. Add a touch of takeover speculation and investors have had a potent brew to digest: until the rumour was officially denied yesterday, the punters were backing a suggestion that Lord Hanson, Britain's premier predator, might be stalking the group.

The result has been one of the most vertiginous rises in GEC's share price in recent years. Until the shares dropped back on Hanson Trust's statement yesterday, they had registered a 20 per cent increase from just under 200p at the beginning of this month to over 240p, putting the stock back close to its all-time nominal high of five years ago.

At least half a dozen of the big City investment houses have come up with positive re-appraisals of GEC since early May. County Securities, for example, produced a note which suggested that there were "some encouraging signs that GEC may be prepared to make important changes."

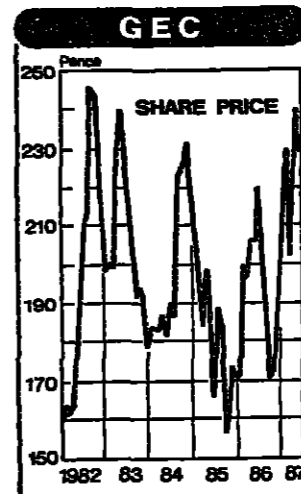
Prudential-Bache, in a more sweepingly optimistic review, said that the last five years had seen a transformation of the company's technology and market base, and stressed that relations with the Government, which for over a year, were being repaired.

And Kleinwort Greaveson added that there was "now a more adventurous spirit at GEC." There is little doubt that analysts producing these reports have found a number of sympathetic listeners among institutional shareholders. Many fund managers seem to feel that the stock was due for a re-rating, putting it in the 200p to 250p price range, because the price had slipped too much on the downside.

But what is the evidence that a new GEC is now beginning to emerge from the last few lacklustre years? How far has it recovered from the humiliating embarrassment of last year's two heavy setbacks—the Mono-



Lord Weinstock, managing director of GEC



shareholders," says one institutional holder.

This all adds up to a story of tantalising signals about the future rather than any clear evidence that the watershed has been passed in the company's performance.

No one, for example, is suggesting a totally radical change of direction of the sort that has been pushed through at General Electric. GEC's virtual namesake in the US, where Mr Jack Welch has ruthlessly pruned the consumer electronics manufacturing division and pushed into service areas.

Nor is the City convinced of a big profits rebound, although some analysts are forecasting earnings growth of between 10 and 15 per cent over the next two years — a percentage points over the average expectation for industry.

On the takeover side, as well, it is by no means clear that investors have much hope of any immediate gain. Even though some investment bankers undoubtedly think that a successful bid could be engineered, many remain to be convinced.

"Because of GEC's size, it would be likely to be a leveraged bid, and the UK market does not take kindly to that," says the fund manager of one of the large UK institutions. "And where is the industrial logic? Who is going to manage that business better, when it has already been squeezed managerially to the ultimate degree?"

This response underscores both the widespread sympathy for the company which lingers on in some institutions, and the fact that the company's main backers are looking for steady, tightly-managed recovery, rather than fireworks.

Fund managers who were around in the 1970s have not lost their conviction that Lord Weinstock remains among the best managers in Britain. Younger investors, after the last five years of underperformance, are understandably less sanguine and impatient for change.

But a little solid earnings growth would undoubtedly do wonders for the conviction of the faithful—such as, for example, the fund manager who, over a period of 25 years, has made a net cash investment in GEC of only £5m by trading in and out of the stock at the right time, and is now sitting on shares valued at £90m.

## Whitbread ahead 16% for year

AN INCREASE of 16 per cent in pre-tax profit for the year ended February 28 1987 is reported by Whitbread and Co. The directors said this was very satisfactory in view of the lack of growth in the UK beer market and depressed market for wines and spirits in the US.

The profit came to £158.9m (adjusted £136.8m previously) and represented the 12th consecutive increase. And for the current year the opening months were encouraging in all sectors of the business, said Mr Samuel Whitbread, chairman.

For the future he was confident that the development strategy was on course to produce good results again this year.

Turnover at £1,855m showed only a marginal improvement over the 1986 figure, which was adjusted to exclude the majority of turnover from UK wines and spirits following the formation of European Cellars with Allied-Lyons. Including that would have given an increase in turnover of 8 per cent, the chairman stated.

Of the £188.3m (£174.8m) operating profit 49 per cent came from brewing and wholesaling, 37 per cent from retailing and 14 per cent from wines and spirits.

A break-up shows: brewing and wholesaling of beer £92.4m (£83.1m); managed outlets, restaurants, leisure activities £69.4m (£55.9m); wines and spirits and soft drinks £26.5m (£35.8m).

The UK beer market rose only marginally last year but Whitbread's ale and lager brands outperformed the industry, the chairman said. In addition the performance in the take-home trade was a record and trade through its own pubs was very buoyant.

The year was anticipated to be difficult for the US wines and spirits industry, but trade was even tougher than expected. Despite that the North American key brands gained market share.

Both the Californian wine interests were progressing well. Whitbread North America remained optimistic about its

ability to continue to perform ahead of the market.

The chairman was also pleased with the results from the retail operations where profits improved by 24 per cent. Whitbread had invested heavily in retail outlets in the past few years and those would provide continuing growth.

Last year the company opened a total of 110 new outlets, mainly Beefeater restaurants, Pizza Huts and Threshers' shops. In addition it refurbished 320 managed houses and improved 350 tenanted. That investment programme would continue over the next few years.

The year's profit was struck after net interest payable £35.3m (£40.5m). After tax £48.7m (£38.9m), share ownership scheme £2m (£1.5m), minorities £1.5m (£0.5m), and extraordinary credits £1m (£1.6m), the attributable profit came to £107.7m (£99.5m).

Earnings were 26.51p (24.89p) basic and 26.27p (24.5p) fully diluted. The final dividend is 6.4p for a net total of 8.9p, against 7.5p.



- \* Pre-tax profit up 52%
- \* Interim dividend up 16%
- \* EPS (fully taxed) up 24%

### Interim results for half year to 3 April 1987

|   | 1987<br>£m | 1986<br>£m |
|---|------------|------------|
| Profit before interest                              | 10.1       | 7.3        |
| Profit before tax                                   | 9.5        | 6.3        |
| Earnings per share—fully taxed                      | 7.8p       | 6.3p*      |
| *restated to exclude ACT written back (actual 8.0p) |            |            |
| Interim dividend                                    | 2.2p       | 1.9p       |

### Analysis of sales and profit

|            | Half year 1987 |              | Half year 1986 |              |
|------------|----------------|--------------|----------------|--------------|
|            | Sales<br>£m    | Profit<br>£m | Sales<br>£m    | Profit<br>£m |
| Bearings   | 46.0           | 4.9          | 44.9           | 4.2          |
| Electrical | 38.5           | 4.8          | 30.2           | 2.8          |
| Fasteners  | 2.9            | .4           | 2.6            | .3           |
|            | 87.4           | 10.1         | 77.7           | 7.3          |

Copies of the Interim Statement may be obtained from the Secretary, PO Box 20, High Street, Billerica, Essex CM12 9XY.

**RHP Group plc**

## PROFITS UP 16% IN ANOTHER YEAR OF RECORD INVESTMENT

Whitbread & Company PLC announces another outstanding year of achievement. Highlights of the financial year ending 28th February 1987 include:

- Profits before tax up to £158.9m, an increase of 16.2% on last year.
- Total Dividend of 8.90 pence per share, up 14.1% on total dividend last year.
- Over £200 million capital investment.

Whitbread opened, on average, more than 2 new retail outlets, mostly restaurants, off-licences and hotels, each week.

We opened refurbished Whitbread pubs at the rate of nearly 2 per day.

- Rapid expansion in retailing — retail profits up 25%.

Profits from Whitbread's 1,500 managed pubs and from the distinctive retailing concepts such as Beefeater Restaurants, Pizza Hut, Threshers and Country Club Hotels all showed significant growth.

- Increased UK beer market share.

Lager sales now account for 49% of Whitbread's own beer sales in the UK.

Heineken showed continued growth and Stella Artois outperformed the competition in the premium lager sector.

Ale brands, particularly Flowers and Whitbread Best Bitter, increased share in a slightly declining market.

- Wines and spirits gains.

Whitbread's wines and spirits performed well in Western Europe and increased share in the difficult US market.

"The new investments we are making in the business are considerable and the prospects for growth are extremely encouraging."

Sam Whitbread  
CHAIRMAN



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## UK COMPANY NEWS

## Avon shares jump as profits double

BY ALICE RAWSTHORN

Avon Rubber, the tyres and industrial polymers group, yesterday watched its share price surge by 31p to 810p when interim profits surpassed the City's expectations by doubling from £2.38m to £5.38m.

In the 1980s, Avon has staged a remarkable recovery by steering itself out of losses, through a series of cuts and re-direction towards specialist tyres and industrial polymers. Mr Tony Mitchard, chief executive, described the half year as "another important stage in Avon's development."

During the six months to April 4, Avon's turnover rose modestly to £103.8m (£101.66m), but the continuing businesses sported underlying growth of 1.5 per cent.

Operating profits increased to £8.16m (£5.69m) and profits from related companies to

£240,000 (£239,000). Depreciation was depressed by the divestment of Avon Lippitt Hobbs to £1.82m (£1.96m).

Industrial polymers emerged as the largest contributor to profits. Its performance was boosted by contributions from new defence contracts and sales to Pakistan and Kuwait. Mr Mitchard said these orders would not be repeated in the second half, but that he had "high hopes" of repetition next year. Avon is now considering acquisitions in the US and France.

The tyres division benefited from reorientation towards niche areas of the market. The refurbishment of the Motorway group has begun. Avon is refurbishing 50 of its 200 units and expanding the services provided by the rest.

Industries progressed because

of improved sales and productivity.

The proceeds of the rights issue, together with higher profits, reduced interest payable to £1.23m (£1.58m). The company has now exhausted its tax credits and taxation rose to £1.72m (£270,000). Nonetheless, earnings per share rose to 22.8p (14p) and the board proposed a dividend of 3p (2.5p).

Avon's "efficiency" programme is on schedule. The cost is an extraordinary item of £2.26m (£935,000). Buoyant demand has enabled the company to save 150 of its proposed jobs.

Mr Mitchard said that he was "confident" about the prospects for the full financial year.

● **comment**  
Avon Rubber looks like the paradigm of a recovery stock.

Years of stringent cuts and a switch from the mass market into clearly defined niches read like a text book formula for industrial recovery. It is only since the start of the year that the City has realised the extent of Avon's revival. The share price has raced ahead and, luckily for shareholders, profits have followed suit. With £11m in prospect for the present year, even a return to the ranks of the tax payers will not dampen earnings per share growth. The shares now command a prospective p/e of 13. But the full benefits of the efficiency programme have yet to come to fruition, there is lots of potential for new polymers contracts, even Motorway offers scope for margins growth. Notwithstanding the recent rise... the shares have further to go.

## Tunstall up 19% and set for more growth

BY CHRISTOPHER PARKES, CONSUMER INDUSTRIES EDITOR

Tunstall Group, maker of emergency communications equipment and burglar alarms, produced a 19 per cent improvement in pre-tax profits for the six months to March 31 last to £2.76m on turnover slightly ahead from £12.1m to £12.9m.

Mr Michael Dawson, chairman, said another period of growth had set the company on course for greatly improved full year results.

Tunstall Telecom had again taken full advantage of its continuing investment in product development, he said, and Piper Compact, Lifeline and Network Control had increased sales, with a further 24 control centres being installed in the first half of the year.

New products to be introduced should further enhance the company's market lead, and the group expected significant growth from its export markets.

Tunstall Lifeline results were encouraging, and the group was now strong enough to stand in its own right. Its headquarters were being established at Cleveland, with new senior management in place and the sales force being expanded.

Tunstall Security had emerged as a market force and beginning to realise expectations, he said. New management, new products and an expanded sales team were all in place, and the recently released digital communicator and three zone panel were already in great demand.

The recent acquisition of Adenac gave the company a direct channel of distribution to customers, an entry into the fire alarm market, an expanded product range and opportunities for rationalisation.

Net interest receivable rose from £7,000 to £131,000. After higher tax of £1.12m (£924,000), earnings per share rose from 8.5p to 10.2p. Directors declared an interim dividend of 1p, compared with 0.5p last year.

● **comment**  
When two Davids launched the Alliance manifesto on Monday, alarm bells began ringing all over Tunstall. Last year the company spent more than £500,000 advertising its Lifeline emergency warning system to the southern portion of the elderly living on their own in the UK. And now not only have the boys in yellow used the product name for the heading of the section on the elderly, they have as good as promised to provide one in every home. This scale of marketing success may still be some time off but with its competitors—Modern Alarms and Scantronic among others—slow to move in, Tunstall is looking to reap the benefits of the rental stream from this area. At the moment about 500,000 people are covered by the company's established alarm products, enabling the care and maintenance side to become a significant contributor. For the full year £8m could just be possible, which puts the shares at 335p on a prospective multiple of 17—surely too far above the electronics sector's average for investor comfort.

Earnings for the half year worked through at 12.9p (9p) after tax charged of £981,000 (£671,000).

## Parker Pen returns to profit at £14.3m and seeks listing

BY CHRISTOPHER PARKES, CONSUMER INDUSTRIES EDITOR

PARKER PEN, the company bought by management from its US parent last year, has been brought back into profit and is to seek a London Stock Exchange listing.

The company turned in pre-tax profits of £14.3m for the 12 months to February 28, compared with a £300,000 loss in the previous year, on turnover up from £115m to £128.7m.

Mr Jacques Margry, chief executive, said Parker had been turned round, and was waiting for "the most advantageous" time for flotation.

A listing would fulfil a commitment to the investors which backed the buy-out, he said. Lazard Brothers, the merchant bank, and stockbrokers Cazenove have been appointed advisers.

The most striking improvement was made in the US, where an operating loss of \$9.1m in 1986 was turned into a profit of \$1.2m. Sales rose 10 per cent during the year.

Group headquarters was moved from the US to Newhaven in Sussex at the time of the buy-out, resulting in a reduction of staff from 140 to 26. The US workforce has also been reduced, and new working practices have been accepted.

Marketing policy has been changed to move the brand back up-market in the US. Mr Margry claimed Parker was now out-selling Sheaffer, its nearest US rival, although Cross was still dominant in the quality pen trade. Sales of the Parker Classic range, which competes directly with Cross, increased 15 per cent last year, he said.

"We have got a viable business in the US, and that's where we see the blue sky for expansion."

Sales in Latin America, from factories in Brazil, Argentina, Mexico and Colombia, rose from £14.8m to £19m and provided the group with dividends of £1.3m—the first profits from the region for several years.

Turnover in Europe rose 15 per cent in sterling terms, resulting in a 57m increase in operating income. The only setback during the year was the failure of negotiations to take over Watermans, Parker's leading competitor in France. Parker recently sold its 12 per cent stake in the French company to Gillette, which now owns the brand.

Parker produces about 50m pens a year, mostly in Sussex. It claims brand leadership in the £10m-a-year world market for instruments costing more than £2.

Last year £2.23 pens accounted for 65 per cent of unit sales, and 40 per cent of sales by value.

The £100m buy-out, signed in February, 1986, followed five years of poor results. With almost three-quarters of its sales overseas and the dollar relatively strong, Parker's profits had suffered on translation into US currency.

The brand also waned in its home market as the former management neglected its quality criteria and tried to compete against imports of cheap, throwaway pens.

After the buy-out the former parent was retained Manpower to reflect its main remaining interest in temporary help agencies.

## Hartwell over £6m after strong second half

Improved second half trading, with sales up by 300,000 in 13.5m, enabled Hartwell to achieve a record £6.12m in the year to end-February compared with a previous £5.71m.

The company improved turnover for the period from £266.14m to £272.35m, with a higher £229.45m (£212.91m) from vehicle distribution and a lower £43.75m (£33.34m) from the heating services side.

Hartwell's property income for the year amounted to £356,000 compared with £281,000. This reflected the phased completion of developments referred to in previous statements.

Mr Frank Stockford Higgins, chairman, said the result, set as it was against a background of competitive trading and internal disruption caused by the company's ongoing property redevelopment programme, was encouraging.

The directors are recommending an increased final dividend of 2.12p (1.77p), making a total for the year of 3p (2.65p). This will be paid from lower earnings of 6.7p (7.5p) per share. The directors are also proposing a one for three scrip issue.

Looking ahead the chairman said the company was well placed for the coming financial year with good prospects achieved in March and April.

He added that the change in the company's name from Hartwell's Group together with the new corporate identity were the start of a drive to improve the company's corporate identity and unify its activities.

## Expansion for Granyte Coatings

From little changed turnover of £12.58m (£12.48m) in the year ended February 27 1987, Granyte Surface Coatings increased its pre-tax profit by 13.5 per cent, from £1.26m to £1.43m. The dividend is lifted from 2.1p to 2.5p net with a final of 1.6p.

The group, which is quoted on the USM, makes and sells surface coatings. The directors reported that order book for the first quarter of the current year was healthy and they were confident of another satisfactory year.

They had granted a manufacturing licence to a Scandinavian manufacturer for the range of joinery products.

They were also examining the possibility of a joint venture on the continental mainland with a company operating within the EEC, where the market for Granyte's products was five times that of the UK.

The company was also developing a new range of products for which it had sole UK manufacturing rights.

In the longer term the directors said they would like to see the company developed into a more broadly based specialist surface coatings group.

## Henry Barrett valued at £14m

BY RICHARD TOMKINS

Henry Barrett, a Bradford-based structural engineer and steel stockholder, is coming to the stock market through a placing which will value the group at £13.88m.

N. M. Rothschild, merchant bank, is placing 5.64m shares, representing 31 per cent of the enlarged equity, at 77p each. Broker to the issue is Panmure Gordon.

Barrett has three divisions. One designs and builds steel-framed buildings for industry and commerce, another processes and distributes steel, and the third makes a multi-purpose

hook bolt used in steel buildings, called the Lindapter.

The steel buildings operation has developed a speciality in design-and-build services for edge-of-town retail developments, and also builds distribution warehouses.

Barrett is a family business dating back to 1886. It is headed by the great-grandson of the founder and there are four Barretts on the board.

Several of the directors—including two of the younger Barretts—are new to the board, and the company says much of its recent profits growth is attributable to this

influx of more professional management.

The prospectus shows pre-tax profits rising from £96,000 in 1982 to £1.36m in the year to last August, and the company is forecasting at least £1.75m for the current year. The prospective price/earnings ratio is 12.5 and the national gross dividend yield is 5 per cent.

Of the shares being sold, 1.6m are coming from existing shareholders and 4.04m are new shares being sold by the company. Proceeds to the company will help repay borrowings incurred in making recent acquisitions.

## Leeds Group up 44% midterm

EXCELLENT progress from all divisions and a contribution from an acquisition enabled Leeds Group to lift its pre-tax profit by 44 per cent, from £1.06m to £1.53m, in the half year ended March 31 1987.

This was achieved on a 40 per cent increase in turnover to £9.85m (£7m). Walsden Printing Company, specialising in woven and knitted fabric, was included for four months.

The interim dividend is lifted from 2.25p to 2.7p net. There

is to be a one-for-five scrip issue and the directors intend to maintain the final on the higher capital.

The wider sphere of production enabled the company to concentrate on those areas which experienced strongest demand, and the outlook for the second half continued to be promising, the directors claimed.

Walsden was producing results up to best expectations and a major capital expenditure

programme was being implemented to increase printing capacity and improve efficiency. After that further development would be made in the dyeing division.

Non-textile activities continued to grow strongly and investment was planned in Leeds Leasing over the next 12 months.

Earnings for the half year worked through at 12.9p (9p) after tax charged of £981,000 (£671,000).

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May 1987

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## INTERIM RESULTS

FOR THE SIX MONTHS ENDED 28th FEBRUARY 1987

| UNAUDITED                | 1987    | 1986    | Increase |
|--------------------------|---------|---------|----------|
| Turnover                 | £172.0m | £114.2m | +51%     |
| Profit before taxation   | £36.9m  | £31.2m  | +18%     |
| Profit after taxation    | £31.6m  | £26.0m  | +22%     |
| Earnings per share       | 23.9p   | 19.9p*  | +20%     |
| Dividend per share (net) | 1.75p   | 1.25p*  | +40%     |

\*adjusted for 1 for 5 scrip issue in January 1987

## EXTRACTS FROM THE CHAIRMAN'S STATEMENT

The Agriculture, Food and Related Industries Division contributed £31.3m pre-tax profits on turnover of £103.9m. Geographical market expansion has continued in Western and Eastern Europe and the Far East, and alternative sourcing arrangements now make available a variety of Latin American and European produce.

The Consumer Electronics Division contributed pre-tax profits of £3.9m on turnover of £38.3m. Vestel strengthened its position in the market with an extended and updated product range as well as its own-brand products. Reduction in unit costs means wide scope for export potential and a small range of products are already being exported to Europe and the Middle East whilst similar opportunities elsewhere are being explored. At Russell Hobbs Tower progress has been encouraging.

The Textile Division recorded pre-tax profits of £1.7m on turnover of £29.8m. Particularly encouraging progress was made by Santana in the USA, and Shui Hing and Impact in the Far East. This included the acquisition by Shui Hing of 51 per cent of a Portuguese company, Agoli.

In the Pharmaceuticals, Toiletries and Cosmetics Division progress has been made in the development of new projects including the formation of a joint-venture company in Turkey to distribute consumer products from The Wellcome Foundation. The associate company, Prestij Kozmetik, successfully launched its range of L'Oréal cosmetics and toiletries.

The International development of the Group is continuing most satisfactorily. In the USA a sponsored American Depositary Receipt programme has been established with The Bank of New York and in the Far East, subject to official consents, the Group has increased its shareholding in Shui Hing to 66 per cent. The Group views the future with confidence.

Copies of the full interim statement can be obtained from the Secretaries, Polly Peck International PLC, 51-51 Commercial Road, London E1 1BB.

Halifax Building  
Society

Floating Rate Loan Notes 1996

For the three month period from 20th February, 1987 to 20th May, 1987 the Notes will bear interest at the rate of 10% per cent per annum. The Coupon amounts will be £131.82 per £5,000 Note and £1318.24 per £50,000 Note, payable on 20th May, 1987.

Morgan Grenfell  
& Co. Limited  
Agents Bank

## UK COMPANY NEWS

## Coloroll confident after 66% increase to £10m

A RISE of 66 per cent to £10.3m in pre-tax profits reported by Coloroll Group, the fast expanding manufacturer of wallcoverings, household textiles and ceramics, for the year to March 31 1987. This is well in line with market expectations.

Mr John Ashcroft, chairman and chief executive, said 1986 should be another year of significant progress.

He said the acquisition of Crown House—not included in the past year's results—was now unconditional, and assimilation of the tableware division was proceeding rapidly.

The company already had a number of companies interested in acquiring the engineering division and expected to dispose of it in the coming months.

Currently, group turnover on a proforma basis was now almost £450m.

Many of the changes in 1987 were brought about by acquisitions, notably Staffordshire Pottery, Fogarty and in the US, Walco. All the companies acquired had been completely integrated into company's home fashion divisional structure.

Major capital expenditure projects had been authorised for each acquisition, and several were already substantially under way.

Commenting on the progress of the various divisions, Mr



John Ashcroft, chairman and chief executive of Coloroll, said that Wallcoverings UK sales increased by 45 per cent reflecting the Worley acquisition for a full year (three months in the preceding year), as well as strong underlying sales growth. Profits increased by a satisfactory 27 per cent.

Home furnishings sales and profits substantially more than doubled and included the business of Drew for 10 months, and Fogarty for two months. Both businesses were fully integrated and significant margin improvements were being achieved.

In ceramics, rationalisation of the acquisitions of Bilton, Staffordshire Pottery and Cartwright and Edwards was now complete. Significant profitability improvements had been achieved, with good prospects for the future.

Sales of wallcoverings in the US increased by 28 per cent in dollar terms (21 per cent in sterling), reflecting continued strong growth in new products and the inclusion of Wallmates for a full year compared with 11 months.

Packaging sales increased by 5 per cent and the division again achieved very satisfactory profit margins while in retailing, the opening of the new flagship store in London's Regent Street had been exceptionally well received, although results were adversely affected by start-up costs.

Sales in Australia increased notwithstanding a serious warehouse fire early in the year. Total sales last year rose from \$80.85m to \$115.23m; tax charged was \$3.61m (£2.4m) and minorities took nil (£193,000), as did extraordinary costs (£242,000 in 1986-86).

Earnings per share were up from 13.4p (restated) to 16.5p and the dividend is raised from 5p to 5.75p with a proposed final of 8.45p (5p).

See Lex

## Parkland Textile advances by 28%

Parkland Textile (Holdings) raised its pre-tax profit by 28 per cent in the year ended February 27 1987, from £1.22m to £1.57m, gaining substantial benefit from reduced borrowings.

The group, manufacturer of woollen yarn, worsted cloth and clothing, produced a turnover of \$53.4m (£54.3m).

A highlight of the year, said Mr Barry Spencer, chairman, was a \$3.4m reduction in borrowings to \$3m by February 27, largely brought about by substantial stock reductions. Interest charges were cut from \$985,000 to \$591,000.

The worsted weaving yarn business of Smith Bulmer was sold as it needed substantial capital investment. The yarn production was retained and would be developed to maintain the group's "fast flow" capabilities, Mr Spencer said.

As to the current year he disclosed that all sections were operating at higher levels than last year. He was confident that the year would show substantially improved results.

In clothing, development costs in men's trousers and women's wear companies held back the division from making the return on assets expected.

## RHM marginally above forecast

BY NIKKI TAIT

Ranks Hovis McDougall, the flour milling and baking group which last month won a £281m contested bid for Welsh food group Avana, yesterday unveiled a 31.5 per cent increase in half-year profits at \$52.9m before tax.

Ranks said the improvement was spread across all continuing businesses, adding that a strong start had been made in the second half. "I would expect the year as a whole to be another satisfactory one," says chairman Sir Peter Reynolds. The first half profit figure is marginally above the level predicted by RHM during the Avana bid, but the interim dividend—25 per cent higher at 2.65p—is exactly as forecast.

The Avana acquisition was completed six weeks into the current half, so has no bearing on the figures. Yesterday, commenting on the acquisition, Ranks said it was "basically pleased" with what it had found so far. The Welsh company is still being run as a separate entity, with main board director, Mr Tim Howden, taking charge and Avana's former chairman, Dr John Randall, still assisting in the transitional period. Ranks added yesterday that no decision has yet been taken over Avana's previous plan to open a £28m food park at Dragonparc, Merthyr Tydfil.

At the trading level, profits rose from \$45.8m to \$57.6m on

sales of £742.3m (£698.2m). The largest advance was seen in the milling and bread baking division, which contributed £19.9m (£15.3m), helped by the launch of a number of new products. Elsewhere, there was steady growth in Groceries (up 14.4 per cent to £10.3m) and a £1.8m addition from the general foods side, to £6.2m.

## ● comment

Having forecast \$52.5m in the course of its Avana bid, Ranks can hardly have expected—and certainly did not engender—much surprise in response to yesterday's figures. All eyes, however, are now on the Goodman Fielder stake, which has been built back up to 15 per

cent since the Avana merger (with New Zealand group, Fletcher Challenge, holding another 4.5 per cent). RHM can probably give thanks to the New Zealand authorities who have blocked the Goodman - Wattie merger, forcing Goodman into an appeal and at least delaying the expansion of its asset base. One suggestion amongst analysts is that Goodman might consider some deal with RHM in return for "sanatising" its stake. But if profits, including four and a half months of Avana, reach \$110-£115m this year, the prospective PE with the shares down at 317p is around 14—and that does not look excessive, all things considered.

## Reduced home markets hit Irish Distillers

A CONTRACTION in the home market adversely affected profits at Dublin-based Irish Distillers Group in the six months to March 31 1987, and the pretax figures were down from £27.67m to £25.73m.

Turnover was down from £134.49m (which included ten months' trading of United Drug) to £117.51m.

Apart from the smaller home market, Mr Joseph McCabe, the chairman, said reduced Cooler shipments to Australia, and

weaker sterling and dollar exchange rates, also contributed to the lower profits.

He said the decline in consumption in spirits in its home market, evident in the second half of last year, had continued, leading to a fall of 6 per cent in duty payments in the opening half.

Exports, other than to the US, were up, and its European markets, in particular, performed well and responded to the marketing investment being

made. West Coast Cooler continued to be brand leader in the Australian market. Sales there, however, were static rather than increased, and a necessary inventory adjustment by the group's franchisees gave rise to a consequent sharp reduction of shipments in the period. Shipments will resume during the second half, but at a lower level than in the same period of 1986.

Mr McCabe said he expected

the group to make positive progress in the second half but, in the prevailing circumstances, it would be unwise to make a prediction of the outcome for the full year. The reduction in domestic interest rates since the Budget, and the recent strengthening of sterling will have a favourable effect, he added.

The interim dividend is unchanged at 2p. Stated earnings per 25p share were down from 9.33p to 7.11p.

## Acatos &amp; Hutcheson interim profits up 73% to £6.3m

THE OPTIMISM of Mr Ian Hutcheson, chairman of Acatos & Hutcheson, in his last annual report is borne out by the half-year results to March 29, 1987, with pre-tax profits showing a rise of 73 per cent from £3.63m to £6.3m. The shares closed 23p higher at 882p.

In yesterday's interim statement Mr Hutcheson anticipated full year results in line with the improvement shown over the past six months. He said that due to lower raw material prices—the group's principal activities are processing and marketing of edible oil products—turnover expressed in cash terms, had declined but volume turnover had increased materially.

The company was continuing to examine further potential acquisitions in the UK and had also formed a subsidiary holding company in Spain which provided a suitable platform for the development core activities in that area.

The decline in turnover for the period was from £106.49m to \$97.95m; operating profit was up from \$4.69m to \$6.71m while net interest payable was down sharply to \$447,000 from £1.26m. Tax took \$2.29m (£1.37m) leaving earnings per share to emerge at 13.1p (8.6p) for the dividend which is

raised 50 per cent to 3p.

## ● comment

The progress of Acatos & Hutcheson's price since the company's flotation at 160p last August makes Rolls-Royce's debut look positively pedestrian: yesterday A&H's shares bucked the sinking market and put on another 50p to 409p as the 73 per cent interim profits increase triggered an all-round up-grading of full-year forecasts. The market in A&H is so tight that it does not take many fans to put the price up, but even so, the disbelief that dogged the company's flotation is rapidly being dissipated by the performance. The advance is being led by the consolidation of acquisitions and through greater production efficiency, so enabling A&H to increase volume through the seizure of market share. This process will continue into next year, when the new plant at Orchard Place will also allow the group to throw 50,000 tonnes of margarine a year at the importers' 20 per cent share of the market. With £12m in sight this year, the prospective p/e of 18 is already looking into 1988, but it may yet prove conservative unless exchange rates swing violently out of A&H's favour.

## British Airways Plc announces pre-tax profits of £162 million.

## SUMMARY OF RESULTS YEAR ENDED 31 MARCH 1987

|                                    | 1986/87 | 1985/86 |
|------------------------------------|---------|---------|
| Turnover                           | £3263   | £3149   |
| Airline Operating Surplus          |         |         |
| 1st 6 months                       | 151     | 205     |
| 2nd 6 months                       | 32      | NIL     |
| Total for Year                     | 183     | 205     |
| Profit Before Taxation             | 162     | 195     |
| Profit after tax                   | 148     | 193     |
| Extraordinary items                | 4       | (12)    |
| Profits available for distribution | 152     | 181     |
| Dividends payable (1986 £0.4m)     | (30)    | —       |
| Transferred to Reserves            | 122     | 181     |
| Earnings per share                 | 20.5p   | 26.8p   |

As stated in the Offer for Sale its Directors will pay a dividend of 4.11p per share on 31.787 to shareholders registered on 11 June.

NOTES The following specific points should be noted:

1. The airline operating surplus for 1986/87 is, after charging £16m for severance, a similar figure to the prior year.
2. The cost of the public share offer amounted to £11m of which £10m had been provided in prior years.
3. There is a Corporation Tax charge on the profits for the year of £13m. This has been offset by £25m of ACT previously paid and written off and a provision of £15m which was made in 1984/85 as a result of the transfer of staff to the new pension scheme. This results in a net charge for the year of £3m. In addition £11m has been provided for deferred tax.

The above statement of results does not comprise the full accounts. Copies of the full accounts for the year ended 31 March 1986 have been, and those for the year ended 31 March 1987 will be, filed with the Registrar of Companies. The auditors have issued unqualified audit reports on the accounts for both years.

## Commentary on 1986/87

The volume of scheduled airline traffic in 1986/87 increased over that for the previous year by 1.5% in terms of passengers and was unchanged in Revenue Passenger Kilometres. The incidents in Chernobyl and Libya had serious adverse effects on traffic during the early summer months. Following a variety of marketing initiatives, business recovered in late summer and this trend continued in the rest of the year. Cargo measured in Revenue Tonne Kilometres increased by 7.0%.

Passenger load factor was 67% compared with 68% a year ago. Yields are little changed from 1985/86. Overall airline revenue increased by 1% from £2795m to £2827m.

The Airline Operating Surplus fell from £205m to £183m and pre-tax profits from £195m to £162m. However this is £17m higher than the forecast in the Offer for Sale issued in January 1987. In the last three months of the year fuel prices were lower and traffic carried was higher than included in the forecast.

Fuel prices have been lower throughout the year and the total cost in sterling amounted to £371m compared to £570m in the previous year. Staff costs have increased from £638m to £722m principally due to higher pay rates and overtime. Staff numbers however increased by 1% and productivity was maintained. Operating lease costs increased from £61m to £86m due to additional Boeing 747 and 757 aircraft.

The staff profit sharing plan will pay out just under two weeks.

During the year net loan repayments amounted to £65m. With the strengthening of sterling, borrowings reduced by £17m and now stand at £297m. Net worth (share capital and reserves) is now £605m including £122m transferred to Reserves from the current year and the debt:equity ratio is 33:67 compared with 44:56.

## The Future

British Airways today is one of the more efficient, profitable and successful airlines in the world. Our standard of customer service is high, and our growing financial strength, combined with our newly won independence, gives us the opportunity to exploit for the first time the full potential of the company. Nevertheless, let me add a note of warning. While British Airways holds an enviable place in the front rank of the world's international airlines, we see a need for a much greater understanding in Britain of the scale of competition that we face from the United States, European and Far Eastern airlines. If we are to maintain and increase our strength—and it is in the interests of the country and our customers, as well as of the company, that we should do so—then we must ensure that there are no externally imposed restrictions on our growth. We look to the future with confidence provided we are allowed to operate in an environment of free and fair competition.

King of Wartnaby. Chairman

The Annual General Meeting will be held at the Royal Albert Hall on 29 June 1987. The Directors Report and Accounts will be posted to shareholders in early June. For further information please contact: Investor Relations, British Airways Plc, (G229), PO Box 10, Heathrow Airport, Hounslow TW6 3JA.

## BRITISH AIRWAYS

Britain's highest flying company.

## SUN ALLIANCE INSURANCE GROUP

## SUN ALLIANCE AND LONDON INSURANCE plc

## ANNUAL GENERAL MEETING

The Annual General Meeting of Sun Alliance and London Insurance plc was held yesterday at the Head Office of the Company in Bartholomew Lane, London E.C.2.

Mr. H. U. A. Lambert, the Chairman, presided and in addressing the Meeting stated—

"As you will know, we do not publish quarterly results but it is our practice at the Annual General Meeting to give shareholders an indication of our experience in the first quarter. I would again caution that the estimated results for one quarter alone do not provide a reliable guide to the likely outcome for the full year.

For the third successive year, as I reported in my Statement, our home results have been badly affected by severe winter conditions and, including the windstorm in March, the total weather claims are estimated to have cost over £75M compared with £41M last year. Although the impact of these weather losses has resulted in a somewhat larger underwriting loss than for the first quarter in 1986 the underlying improvement has continued.

There have also been encouraging improvements in the results from a number of overseas territories.

Investment income and life profits have again shown good growth and overall, in contrast to 1986, the first quarter has, I am pleased to say, produced a small pre-tax profit."

A Vote of Thanks to the Chairman, Directors and Staff was proposed by Mr. Evelyn de Rothschild.

## COMMODITIES AND AGRICULTURE

Stefan Wagstyl on the Grace/Berisford merger plan

## Cocoa industry under pressure

THE ANNOUNCEMENT of a possible merger of the cocoa-processing interests of W. G. Grace, the US conglomerate, and S. & W. Berisford, the British commodity trader, is the latest and most important sign of the financial pressures on the industry.

A union between the two companies, which would create the biggest cocoa-processing group in the Western world, would be the largest example so far of the consolidation which is taking place in a fragmented industry.

The impact on the industry would almost certainly be greater than the effect on either Grace or Berisford, which emphasises that talks are at an early stage. Each has serious difficulties of its own and cocoa-processing is a relatively small contributor to each company's profits.

Cocoa-processing companies grind cocoa beans and separate them into cocoa butter, for chocolate making, and cocoa powder, which is used in chocolate drinks, ice-cream and sweets.

The market is dominated by the international chocolate companies, led by Mars and Hershey of the US, Nestlé of Switzerland, and Cadbury Schweppes of the UK.

which do some cocoa-grinding themselves and buy the rest of their needs from the independent processors. The processors have to perform a tricky balancing act. They buy cocoa beans from producers, mainly in West Africa, in a commodity market where prices are volatile. But they must sell their products in a market where prices move around less abruptly. As a result, profit margins can vary wildly from one year to the next.

It is therefore hardly surprising that several processing companies are owned by commodity trading companies which are active in the futures markets, buying and selling cocoa to try to square their books and cover their own in-house stocks.

Berisford is a prime example of a trade-commodity processor. Life has been difficult in the 1980s for the processors. First, cocoa consumption has been growing only modestly. Gill & Duffus, a London trader, estimates that 1.823m tonnes were ground last year, compared with an average of 1.47m in the 10 years to 1975. But there has been no shortage of grinding capacity because several producing countries have invested in plants.

The producers' share of

grindings has risen from 21 per cent in 1966-70 to 32 per cent last year, mainly at the expense of US processors. Western Europe, particularly the Netherlands and West Germany, has maintained a strong position with 37 per cent of last year's output.

Meanwhile, dull prices have hit commodity traders after the boom of the late 1970s. Lower trading profits, and in some cases losses, have made some groups think again about the wisdom of processing.

Berisford is again a prime example of a company which has suffered.

Finally, and most importantly, the independent processors have been squeezed by the growth of the chocolate companies which have been able to wring better and better terms from their suppliers.

Merger after merger has transformed the once-fragmented chocolate industry. Hershey's purchase of Nabisco's Canadian chocolate interests is a recent example, as is the acquisition of the Belgian company Cote d'Or by Jacob Suchard of Switzerland.

The chocolate companies have also turned on the independent processors—Suchard has bought

van Houten, of Holland, and has bought a stake in E D and F Man, the London trader.

In this context, a merger between Grace's and Berisford's interests, bringing together 180,000 tonnes of grinding capacity, would be an important defensive move.

Berisford, which saw profits rise 180 per cent to £148m pre-tax in the year to last September, tried and failed to sell British Sugar. Its refining company, for £425m to Ferruzzi, the Italian food company, when the government blocked the bid. There is constant speculation in the City about how Berisford might deal with its £600m debt, more than 40 per cent bigger than shareholders' funds. Associated British Foods, which bought a 23.7 per cent stake in Berisford from Ferruzzi, might well influence the group's future.

Grace is in the throes of selling businesses in retail, restaurants and agricultural chemicals, which account for almost half its turnover, in order to concentrate on specialty chemicals, and resources. The group lost \$37m last year as a result of charges arising from this drastic restructuring.

## EC farm price talks suspended

By Tim Dickinson in Brussels

EC AGRICULTURE Ministers last night suspended the crucial farm price talks until Sunday, though without much sign that any of the major issues are close to being resolved.

Three days of negotiations in Brussels have yielded progress on some of the less substantial items but West German opposition to all ideas to change the system of "green" currencies and monetary compensatory amounts remains strong while Britain, Holland and the Germans are among those continuing to block the Commission's controversial proposal for an oil and fats tax.

West Germany and Ireland are deeply unhappy about a Belgian Presidency plan to limit the intervention system for cereals (although it would freeze, rather than cut prices). Diplomats say, however, that a sufficient majority of member states may be ready to agree this part of the package.

Observers were holding out some hope that today's Franco-German summit in Paris might just provide an opportunity for forging a workable compromise on agricultural reform. Meanwhile, Mr Paul de Keersmaeker, Belgium's Farm Minister and chairman of the Farm Council, says he will be consulting with the European Commission over the next couple of days and will produce a new paper on Sunday in a bid to break the deadlock.

## Tea agreement

SRI LANKA will back an Indian proposal to seek an international tea agreement at next month's Food and Agriculture Organisation meeting in Rome, industry officials said, reports Reuters from Colombo.

A Tea Board official said the agreement will aim at ensuring that only quality teas are sold on world markets.

## US 'leverage' trade studied

By Nancy Dunne in Washington

RISING PRICES of metals futures, spurred by inflation fears, may spill over into increasing business for US exchange dealers in "leverage contracts," according to Miss Susan Phillips, chairman of the Commodity Futures Trading Commission. Leverage contracts allow investors to buy or sell commodities long-term against small down payments.

In a briefing on the CFTC's current activities, Miss Phillips said the Commission, the statutory watchdog, and the National Futures Association, the industry's self-regulatory body, have distributed a questionnaire to determine the number of firms interested in

entering the leverage business. The survey, conducted by Congress, has been mailed to futures commission merchants, brokers which are also securities broker-dealers, some banks and metals companies. The CFTC will compile the results over the summer.

The three US leverage firms still in business sell long-term contracts (10 years or longer) for gold, silver or platinum. They appeal to many investors because the contracts can be paid on a monthly instalment plan. However, because many metals dealers have in the past been accused of fraud, the Commission tried to get Congress to ban leverage dealing.

Congress refused and instead required the Commodity Futures Commission to regulate the industry. Currently leverage dealers are required to register with the Commission and are subject to minimum financial disclosure, record-keeping and reporting requirements.

Miss Phillips said the Commission will start overseeing the exchanges and audit trails systems on July 1. Although the exchanges complained vociferously when the Commission required closer tracking of trades, implementation has been "smoother than expected," Miss Phillips said, thanks to the cooperation of many member firms.

## Peru tightening state grip on metal trade

THE PERUVIAN Government is to give Minpeco, the state marketing company, the option to substitute for buyers in future metals concentrates contracts. The measure, published in the official gazette, will come into effect once regulations establishing the mechanism are issued by the Ministry of Energy and Mines. Traders expect the

regulations to appear within the next two weeks.

Most mining companies have already committed the bulk of their production and do not expect to be signing new contracts before August or September. However, they are unhappy over the move, which appears to return metal marketing to the state monopoly of the 1970s.

## WEEKLY METALS

All prices supplied by Metal Bulletin (last week's prices in brackets).

ANTIMONY: European free market, 99.6 per cent, \$ per tonne, in warehouse, 2,420-2,460 (2,400-2,450).

BISMUTH: European free market, min. 99.99 per cent, \$ per lb, in warehouse, 1,950-1,980 (2,900-3,050).

CADMIUM: European free market, min. 99.95 per cent, \$ per lb, in warehouse, 1,550-1,650 (1,550-1,620).

COBALT: European free market, 99.5 per cent, \$ per lb, in warehouse, 1,600-1,650 (1,550-1,600).

MERCURY: European free market, min. 99.99 per cent, \$ per lb, in warehouse, 1,600-1,650 (1,550-1,600).

per flask, in warehouse, 268-278 (270-300).

MOLYBDENUM: European free market, drummed molybdenum oxide, \$ per lb Mo, in warehouse, 2,950-3,050 (3,020-3,080).

SILVER: European free market, min. 99.5 per cent, \$ per lb, in warehouse, 5,200-5,500 (5,000-5,300).

TUNGSTEN ORE: European free market, standard min. 65 per cent, \$ per tonne unit WO<sub>3</sub>, 480-500 (480-500).

Vanadium: European free market, min. 99 per cent V<sub>2</sub>O<sub>5</sub>, other sources, \$ per lb V<sub>2</sub>O<sub>5</sub>, 1,550-1,650 (1,550-1,620).

URANIUM: Nuxeo exchange market, \$ per lb U<sub>3</sub>O<sub>8</sub>, 17,000 (16,750).

## Tokyo market to reduce dealing fees

By Yoko Shibata in Tokyo

THE TOKYO Commodity Exchange has decided to lower fixed "per-deal" fees for precious metals, cotton yarn and woolen yarn.

The decision, made at a Board meeting on Tuesday, calls for reducing the fee for gold from ¥300 to ¥150 per deal, for silver from ¥100 to ¥50, for platinum from ¥150 to ¥75 and for both cotton yarn and woolen yarn from ¥150 to ¥75, effective from April 1 1987.

The fee for rubber trading will be raised from ¥80 to ¥85 from June 1 1987.

The exchange sets its budget for the financial year started last month, at ¥1,408m (\$10m), compared with the previous year's ¥1,385m (\$9.9m). It expects the number of contracts concluded at the exchange will average 20,100 a day.

The exchange will raise the number of trading members in its precious metal and rubber divisions from the present 49 and 35, respectively. But it has yet to fix the specific figures for the increase.

## LONDON MARKETS

COCOA PRICES yesterday edged below the level at which the International Cocoa Organisation's buffer stock manager is required to begin support buying. The "must buy" areas began when the organisation's 10-day average indicator price reaches 1,600 special drawing rights a tonne and at last night's close it was calculated at 1,599.30 SDRs.

Future market prices ended the day at one-year lows with the July position quoted at £125.55 a tonne, down £13 on the day. Dealers said the market was "dispirited" by the fact that the buffer stock manager had only bought 4,000 tonnes of second-hand cocoa under discretionary buying powers which took effect this week under the renegotiated agreement. Sterling's strength against the dollar provided further bearish pressure. In the coffee market renewed concern about the availability of good quality Brazilian coffee prompted a sharp price rally which left the July future position \$30 up on the day.

At 2.30 a tonne, dealers said there was technically no covering against speculative "short" positions, reflecting "constructive" chart signals.

LME prices supplied by Amalgamated Metal Trading.

Aluminium

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

COPPER

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

COFFEE

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

COCOA

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

NICKEL

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

ZINC

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

TIN

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

GOLD

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

SILVER

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

GRAINS

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

SOYABEAN MEAL

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

CRUDE OIL (LIGHT)

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

GOLD 100 TROY OZ. \$/TROY OZ.

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

WHEAT

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

BARLEY

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

RYE

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

SOYABEAN MEAL

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

CRUDE OIL (LIGHT)

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

GOLD 100 TROY OZ. \$/TROY OZ.

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

WHEAT

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

BARLEY

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

RYE

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

SOYABEAN MEAL

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

CRUDE OIL (LIGHT)

Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

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Unofficial + or -

Official closing (m): Cash 2,424.50 (2,420.00), three months 2,424.50 (2,420.00), six months 2,424.50 (2,420.00), nine months 2,424.50 (2,420.00), 12 months 2,424.50 (2,420.00).

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Unofficial + or -

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## CURRENCIES, MONEY &amp; CAPITAL MARKETS

## FOREIGN EXCHANGES

## Citicorp loss hits dollar

THE DOLLAR weakened on news from Citicorp, the largest US banking group, of a \$3.5bn second quarter loss, as a result of losses on third world loans, and an increase of \$3bn in its loan loss reserves.

The market was confused about the implications of the Citicorp loss, as any flight to quality might prove an advantage for US Government debt, but the initial reaction in New York on Tuesday was to mark down the dollar and bond prices.

Treasury bond prices fell, and the yield on long bonds rose above the psychological level of 9 per cent, to the highest point for over 15 months.

Dealers were reluctant to put further heavy pressure on the dollar, for fear of central bank intervention, as the US currency hovered close to its recent record lows, but continued to regard the dollar's future prospects as bleak.

The news from Citicorp made a rise in the US discount rate less likely, because of the problems created for third world debtor nations. Dealers had previously been divided about the prospect of a rise in the discount rate, as the dollar looked in need of support, but the depressed US economy suggested the US Administration was unlikely to welcome a move to stifle any fragile recovery.

Late short covering pushed the dollar up towards the day's highs, and the market was also surprised by the move from the Federal Reserve to drain reserves from the New York banking system.

The dollar finished weaker overall at DM 1.7745, compared with DM 1.7780, at FRF 5.9550.

## £ IN NEW YORK

| May 20   | Close         | Previous Close |
|----------|---------------|----------------|
| Spot     | 1.6830-1.6840 | 1.6865-1.6875  |
| 1 month  | 0.16-0.15     | 0.17-0.16      |
| 3 months | 0.15-0.14     | 0.16-0.15      |
| 6 months | 0.14-0.13     | 0.15-0.14      |

Forward premiums and discounts apply to the US dollar.

## STERLING INDEX

| May 20   | Previous |
|----------|----------|
| 10.00 am | 73.8     |
| 11.00 am | 73.7     |
| 12.00 pm | 73.7     |
| 1.00 pm  | 73.7     |
| 2.00 pm  | 73.7     |
| 3.00 pm  | 73.8     |
| 4.00 pm  | 73.7     |

## CURRENCY RATES

| May 20    | Bank   | Spot   | 3 Months | 6 Months |
|-----------|--------|--------|----------|----------|
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |

\*CDSOR rate for May 19: 1.75217

## CURRENCY MOVEMENTS

| May 20    | Bank   | Spot   | 3 Months | 6 Months |
|-----------|--------|--------|----------|----------|
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |

## OTHER CURRENCIES

| May 20    | Bank   | Spot   | 3 Months | 6 Months |
|-----------|--------|--------|----------|----------|
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |
| US Dollar | 1.7745 | 1.7745 | 1.7745   | 1.7745   |

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## MONEY MARKETS

## UK rates steady but nervous

INTEREST RATES showed little overall change in the London money market yesterday. Short term rates remained steady, reflecting the effect of central bank intervention in currency markets in order to keep the pound from improving too much, while longer term rates edged up a sixteenth of a point where changed. Market attention remained fixed on election news and suggestions that the latest opinion poll would give the

UK clearing bank base lending rate 9 per cent since May 8

Conservatives a reduced lead tended to add to any upward impetus.

Three-month interbank money was quoted at a wide 84-86 per cent against 84-82 per cent. Overnight money started 84-86 per cent and moved up to 84 per cent before touching a low of 4 per cent. However, late balances were taken as high as 8 per cent.

The Bank of England forecast a shortage of around £100m with factors affecting the market including the repayment of any late advance and bills maturing

In Brussels the Belgian National Bank cut its discount rate to 7.5 per cent from 8 per cent. This followed Monday's reduction in short term Treasury bill rates, generally regarded as a precursor to a discount rate cut. At the same time the Bank also reduced its secured loan rate to 8 per cent from 8.5 per cent.

Yesterday's rate was the second this year since the rate was increased to protect the Belgian franc just before January's realignment of EMS parties.

The West German Bundesbank did not intervene when the dollar was fixed at DM 1.7827, compared with DM 1.7827 on Tuesday, the lowest level since May 5. Earlier in the day the Bank of Japan bought dollars against the D-Mark in Tokyo, but it was not clear whether the Japanese central bank was acting for the Bundesbank.

The dollar closed at DM 1.7685, compared with DM 1.7780 previously.

JAPANESE YEN—Trading range against the dollar in 1987 in 120.45 to 125.55. April average 142.85. Exchange rate index 223.6 against 225.3 six months ago.

Dealers in Tokyo were reported to be concerned that news of Citicorp's second quarter loss would lead to selling of the dollar in overseas markets, but Japanese financial institutions remained nervous of putting downward pressure on the US currency, because of the recent request from the Japanese Finance Ministry not to speculate against the dollar.

The dollar weakened slightly against the yen in Tokyo, closing at ¥140.05, compared with ¥140.05 on Tuesday.

## EMS EUROPEAN CURRENCY UNIT RATES

| May 20   | Close         | Previous Close |
|----------|---------------|----------------|
| Spot     | 1.6830-1.6840 | 1.6865-1.6875  |
| 1 month  | 0.16-0.15     | 0.17-0.16      |
| 3 months | 0.15-0.14     | 0.16-0.15      |
| 6 months | 0.14-0.13     | 0.15-0.14      |

Forward premiums and discounts apply to the US dollar.

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**ET UNIT TRUST INFORMATION SERVICE**[illegible]

[illegible]

|                      |        |       |       |      |
|----------------------|--------|-------|-------|------|
| Metal Trust May 7    | 51.13  | 11.45 | —     | —    |
| Zenergy Int May 29   | 584.09 | —     | -2.37 | —    |
| Norc Eurobond May 23 | 523.73 | 23.03 | —     | 5.10 |

Source: First Eastern Trust Ltd

## Money Market

Grass equivalent to basic rate taxpayers—  
rate. Inc Cr: frequency interest credited.

|   |                         |                         |
|---|-------------------------|-------------------------|
| <b>Charities Depository Fund</b><br>2 Pore Street, London EC2Y 5AQ<br>7-day Yield: 0.00%                              | 0.00%<br>0.00%          | 0.00%<br>0.00%          |
| <b>The Victoria Medical Trust</b><br>65 St. James St., EDAM HST.<br>7-day Yield: 0.00%                                | 0.00%<br>0.00%          | 0.00%<br>0.00%          |
| <b>Openpensionary Money Management Ltd</b><br>46 Cannon St., EDAM EAG<br>Call Price: 0.70<br>Bid: 0.65<br>Offer: 0.75 | 0.00%<br>0.00%<br>0.00% | 0.00%<br>0.00%<br>0.00% |

**Y AND STORES—Cont. | ENGINEERING—Cont.**

## INDUSTRIALS—CONTINUED

| PK | 1967 | 1968 | 1969 | 1970 | 1971 | 1972 | 1973 | 1974 | 1975 | 1976 | 1977 | 1978 | 1979 | 1980 | 1981 | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 | 2046 | 2047 | 2048 | 2049 | 2050 | 2051 | 2052 | 2053 | 2054 | 2055 | 2056 | 2057 | 2058 | 2059 | 2060 | 2061 | 2062 | 2063 | 2064 | 2065 | 2066 | 2067 | 2068 | 2069 | 2070 | 2071 | 2072 | 2073 | 2074 | 2075 | 2076 | 2077 | 2078 | 2079 | 2080 | 2081 | 2082 | 2083 | 2084 | 2085 | 2086 | 2087 | 2088 | 2089 | 2090 | 2091 | 2092 | 2093 | 2094 | 2095 | 2096 | 2097 | 2098 | 2099 | 2100 | 2101 | 2102 | 2103 | 2104 | 2105 | 2106 | 2107 | 2108 | 2109 | 2110 | 2111 | 2112 | 2113 | 2114 | 2115 | 2116 | 2117 | 2118 | 2119 | 2120 | 2121 | 2122 | 2123 | 2124 | 2125 | 2126 | 2127 | 2128 | 2129 | 2130 | 2131 | 2132 | 2133 | 2134 | 2135 | 2136 | 2137 | 2138 | 2139 | 2140 | 2141 | 2142 | 2143 | 2144 | 2145 | 2146 | 2147 | 2148 | 2149 | 2150 | 2151 | 2152 | 2153 | 2154 | 2155 | 2156 | 2157 | 2158 | 2159 | 2160 | 2161 | 2162 | 2163 | 2164 | 2165 | 2166 | 2167 | 2168 | 2169 | 2170 | 2171 | 2172 | 2173 | 2174 | 2175 | 2176 | 2177 | 2178 | 2179 | 2180 | 2181 | 2182 | 2183 | 2184 | 2185 | 2186 | 2187 | 2188 | 2189 | 2190 | 2191 | 2192 | 2193 | 2194 | 2195 | 2196 | 2197 | 2198 | 2199 | 2200 | 2201 | 2202 | 2203 | 2204 | 2205 | 2206 | 2207 | 2208 | 2209 | 2210 | 2211 | 2212 | 2213 | 2214 | 2215 | 2216 | 2217 | 2218 | 2219 | 2220 | 2221 | 2222 | 2223 | 2224 | 2225 | 2226 | 2227 | 2228 | 2229 | 2230 | 2231 | 2232 | 2233 | 2234 | 2235 | 2236 | 2237 | 2238 | 2239 | 2240 | 2241 | 2242 | 2243 | 2244 | 2245 | 2246 | 2247 | 2248 | 2249 | 2250 | 2251 | 2252 | 2253 | 2254 | 2255 | 2256 | 2257 | 2258 | 2259 | 2260 | 2261 | 2262 | 2263 | 2264 | 2265 | 2266 | 2267 | 2268 | 2269 | 2270 | 2271 | 2272 | 2273 | 2274 | 2275 | 2276 | 2277 | 2278 | 2279 | 2280 | 2281 | 2282 | 2283 | 2284 | 2285 | 2286 | 2287 | 2288 | 2289 | 2290 | 2291 | 2292 | 2293 | 2294 | 2295 | 2296 | 2297 | 2298 | 2299 | 2300 | 2301 | 2302 | 2303 | 2304 | 2305 | 2306 | 2307 | 2308 | 2309 | 2310 | 2311 | 2312 | 2313 | 2314 | 2315 | 2316 | 2317 | 2318 | 2319 | 2320 | 2321 | 2322 | 2323 | 2324 | 2325 | 2326 | 2327 | 2328 | 2329 | 2330 | 2331 | 2332 | 2333 | 2334 | 2335 | 2336 | 2337 | 2338 | 2339 | 2340 | 2341 | 2342 | 2343 | 2344 | 2345 | 2346 | 2347 | 2348 | 2349 | 2350 | 2351 | 2352 | 2353 | 2354 | 2355 | 2356 | 2357 | 2358 | 2359 | 2360 | 2361 | 2362 | 2363 | 2364 | 2365 | 2366 | 2367 | 2368 | 2369 | 2370 | 2371 | 2372 | 2373 | 2374 | 2375 | 2376 | 2377 | 2378 | 2379 | 2380 | 2381 | 2382 | 2383 | 2384 | 2385 | 2386 | 2387 | 2388 | 2389 | 2390 | 2391 | 2392 | 2393 | 2394 | 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2538 | 2539 | 2540 | 2541 | 2542 | 2543 | 2544 | 2545 | 2546 | 2547 | 2548 | 2549 | 2550 | 2551 | 2552 | 2553 | 2554 | 2555 | 2556 | 2557 | 2558 | 2559 | 2560 | 2561 | 2562 | 2563 | 2564 | 2565 | 2566 | 2567 | 2568 | 2569 | 2570 | 2571 | 2572 | 2573 | 2574 | 2575 | 2576 | 2577 | 2578 | 2579 | 2580 | 2581 | 2582 | 2583 | 2584 | 2585 | 2586 | 2587 | 2588 | 2589 | 2590 | 2591 | 2592 | 2593 | 2594 | 2595 | 2596 | 2597 | 2598 | 2599 | 2600 | 2601 | 2602 | 2603 | 2604 | 2605 | 2606 | 2607 | 2608 | 2609 | 2610 | 2611 | 2612 | 2613 | 2614 | 2615 | 2616 | 2617 | 2618 | 2619 | 2620 | 2621 | 2622 | 2623 | 2624 | 2625 | 2626 | 2627 | 2628 | 2629 | 2630 | 2631 | 2632 | 2633 | 2634 | 2635 | 2636 | 2637 | 2638 | 2639 | 2640 | 2641 | 2642 | 2643 | 2644 | 2645 | 2646 | 2647 | 2648 | 2649 | 2650 | 2651 | 2652 | 2653 | 2654 | 2655 | 2656 | 2657 | 2658 | 2659 | 2660 | 2661 | 2662 | 2663 | 2664 | 2665 | 2666 | 2667 | 2668 | 2669 | 2670 | 2671 | 2672 | 2673 | 2674 | 2675 | 2676 | 2677 | 2678 | 2679 | 2680 | 2681 | 2682 | 2683 | 2684 | 2685 | 2686 | 2687 | 2688 | 2689 | 2690 | 2691 | 2692 | 2693 | 2694 | 2695 | 2696 | 2697 | 2698 | 2699 | 2700 | 2701 | 2702 | 2703 | 2704 | 2705 | 2706 | 2707 | 2708 | 2709 | 2710 | 2711 | 2712 | 2713 | 2714 | 2715 | 2716 | 2717 | 2718 | 2719 | 2720 | 2721 | 2722 | 2723 | 2724 | 2725 | 2726 | 2727 | 2728 | 2729 | 2730 | 2731 | 2732 | 2733 | 2734 | 2735 | 2736 | 2737 | 2738 | 2739 | 2740 | 2741 | 2742 | 2743 | 2744 | 2745 | 2746 | 2747 | 2748 | 2749 | 2750 | 2751 | 2752 | 2753 | 2754 | 2755 | 2756 | 2757 | 2758 | 2759 | 2760 | 2761 | 2762 | 2763 | 2764 | 2765 | 2766 | 2767 | 2768 | 2769 | 2770 | 2771 | 2772 | 2773 | 2774 | 2775 | 2776 | 2777 | 2778 | 2779 | 2780 | 2781 | 2782 | 2783 | 2784 | 2785 | 2786 | 2787 | 2788 | 2789 | 2790 | 2791 | 2792 | 2793 | 2794 | 2795 | 2796 | 2797 | 2798 | 2799 | 2800 | 2801 | 2802 | 2803 | 2804 | 2805 | 2806 | 2807 | 2808 | 2809 | 2810 | 2811 | 2812 | 2813 | 2814 | 2815 | 2816 | 2817 | 2818 | 2819 | 2820 | 2821 | 2822 | 2823 | 2824 | 2825 | 2826 | 2827 | 2828 | 2829 | 2830 | 2831 | 2832 | 2833 | 2834 | 2835 | 2836 | 2837 | 2838 | 2839 | 2840 | 2841 | 2842 | 2843 | 2844 | 2845 | 2846 | 2847 | 2848 | 2849 | 2850 | 2851 | 2852 | 2853 | 2854 | 2855 | 2856 | 2857 | 2858 | 2859 | 2860 | 2861 | 2862 | 2863 | 2864 | 2865 | 2866 | 2867 | 2868 | 2869 | 2870 | 2871 | 2872 | 2873 | 2874 | 2875 | 2876 | 2877 | 2878 | 2879 | 2880 | 2881 | 2882 | 2883 | 2884 | 2885 | 2886 | 2887 | 2888 | 2889 | 2890 | 2891 | 2892 | 2893 | 2894 | 2895 | 2896 | 2897 | 2898 | 2899 | 2900 | 2901 | 2902 | 2903 | 2904 | 2905 | 2906 | 2907 | 2908 | 2909 | 2910 | 2911 | 2912 | 2913 | 2914 | 2915 | 2916 | 2917 | 2918 | 2919 | 2920 | 2921 | 2922 | 2923 | 2924 | 2925 | 2926 | 2927 | 2928 | 2929 | 2930 | 2931 | 2932 | 2933 | 2934 | 2935 | 2936 | 2937 | 2938 | 2939 | 2940 | 2941 | 2942 | 2943 | 2944 | 2945 | 2946 | 2947 | 2948 | 2949 | 2950 | 2951 | 2952 | 2953 | 2954 | 2955 | 2956 | 2957 | 2958 | 2959 | 2960 | 2961 | 2962 | 2963 | 2964 | 2965 | 2966 | 2967 | 2968 | 2969 | 2970 | 2971 | 2972 | 2973 | 2974 | 2975 | 2976 | 2977 | 2978 | 2979 | 2980 | 2981 | 2982 | 2983 | 2984 | 2985 | 2986 | 2987 | 2988 | 2989 | 2990 | 2991 | 2992 | 2993 | 2994 | 2995 | 2996 | 2997 | 2998 | 2999 | 3000 |
|----|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|---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|----|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|---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|     |                        |     |     |     |   |
|-----|------------------------|-----|-----|-----|---|
| 205 | Starman (7.1) Laundry  | 248 | 4.2 | 4.2 | 4 |
| 253 | Starman (7.1) Groc 10p | 253 | 4.2 | 4.2 | 2 |
| 253 | Starman (7.1) Groc 10p | 253 | 4.2 | 4.2 | 2 |

|     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |    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| 135 | 136 | 137 | 138 | 139 | 140 | 141 | 142 | 143 | 144 | 145 | 146 | 147 | 148 | 149 | 150 | 151 | 152 | 153 | 154 | 155 | 156 | 157 | 158 | 159 | 160 | 161 | 162 | 163 | 164 | 165 | 166 | 167 | 168 | 169 | 170 | 171 | 172 | 173 | 174 | 175 | 176 | 177 | 178 | 179 | 180 | 181 | 182 | 183 | 184 | 185 | 186 | 187 | 188 | 189 | 190 | 191 | 192 | 193 | 194 | 195 | 196 | 197 | 198 | 199 | 200 | 201 | 202 | 203 | 204 | 205 | 206 | 207 | 208 | 209 | 210 | 211 | 212 | 213 | 214 | 215 | 216 | 217 | 218 | 219 | 220 | 221 | 222 | 223 | 224 | 225 | 226 | 227 | 228 | 229 | 230 | 231 | 232 | 233 | 234 | 235 | 236 | 237 | 238 | 239 | 240 | 241 | 242 | 243 | 244 | 245 | 246 | 247 | 248 | 249 | 250 | 251 | 252 | 253 | 254 | 255 | 256 | 257 | 258 | 259 | 260 | 261 | 262 | 263 | 264 | 265 | 266 | 267 | 268 | 269 | 270 | 271 | 272 | 273 | 274 | 275 | 276 | 277 | 278 | 279 | 280 | 281 | 282 | 283 | 284 | 285 | 286 | 287 | 288 | 289 | 290 | 291 | 292 | 293 | 294 | 295 | 296 | 297 | 298 | 299 | 300 | 301 | 302 | 303 | 304 | 305 | 306 | 307 | 308 | 309 | 310 | 311 | 312 | 313 | 314 | 315 | 316 | 317 | 318 | 319 | 320 | 321 | 322 | 323 | 324 | 325 | 326 | 327 | 328 | 329 | 330 | 331 | 332 | 333 | 334 | 335 | 336 | 337 | 338 | 339 | 340 | 341 | 342 | 343 | 344 | 345 | 346 | 347 | 348 | 349 | 350 | 351 | 352 | 353 | 354 | 355 | 356 | 357 | 358 | 359 | 360 | 361 | 362 | 363 | 364 | 365 | 366 | 367 | 368 | 369 | 370 | 371 | 372 | 373 | 374 | 375 | 376 | 377 | 378 | 379 | 380 | 381 | 382 | 383 | 384 | 385 | 386 | 387 | 388 | 389 | 390 | 391 | 392 | 393 | 394 | 395 | 396 | 397 | 398 | 399 | 400 | 401 | 402 | 403 | 404 | 405 | 406 | 407 | 408 | 409 | 410 | 411 | 412 | 413 | 414 | 415 | 416 | 417 | 418 | 419 | 420 | 421 | 422 | 423 | 424 | 425 | 426 | 427 | 428 | 429 | 430 | 431 | 432 | 433 | 434 | 435 | 436 | 437 | 438 | 439 | 440 | 441 | 442 | 443 | 444 | 445 | 446 | 447 | 448 | 449 | 450 | 451 | 452 | 453 | 454 | 455 | 456 | 457 | 458 | 459 | 460 | 461 | 462 | 463 | 464 | 465 | 466 | 467 | 468 | 469 | 470 | 471 | 472 | 473 | 474 | 475 | 476 | 477 | 478 | 479 | 480 | 481 | 482 | 483 | 484 | 485 | 486 | 487 | 488 | 489 | 490 | 491 | 492 | 493 | 494 | 495 | 496 | 497 | 498 | 499 | 500 | 501 | 502 | 503 | 504 | 505 | 506 | 507 | 508 | 509 | 510 | 511 | 512 | 513 | 514 | 515 | 516 | 517 | 518 | 519 | 520 | 521 | 522 | 523 | 524 | 525 | 526 | 527 | 528 | 529 | 530 | 531 | 532 | 533 | 534 | 535 | 536 | 537 | 538 | 539 | 540 | 541 | 542 | 543 | 544 | 545 | 546 | 547 | 548 | 549 | 550 | 551 | 552 | 553 | 554 | 555 | 556 | 557 | 558 | 559 | 560 | 561 | 562 | 563 | 564 | 565 | 566 | 567 | 568 | 569 | 570 | 571 | 572 | 573 | 574 | 575 | 576 | 577 | 578 | 579 | 580 | 581 | 582 | 583 | 584 | 585 | 586 | 587 | 588 | 589 | 590 | 591 | 592 | 593 | 594 | 595 | 596 | 597 | 598 | 599 | 600 | 601 | 602 | 603 | 604 | 605 | 606 | 607 | 608 | 609 | 610 | 611 | 612 | 613 | 614 | 615 | 616 | 617 | 618 | 619 | 620 | 621 | 622 | 623 | 624 | 625 | 626 | 627 | 628 | 629 | 630 | 631 | 632 | 633 | 634 | 635 | 636 | 637 | 638 | 639 | 640 | 641 | 642 | 643 | 644 | 645 | 646 | 647 | 648 | 649 | 650 | 651 | 652 | 653 | 654 | 655 | 656 | 657 | 658 | 659 | 660 | 661 | 662 | 663 | 664 | 665 | 666 | 667 | 668 | 669 | 670 | 671 | 672 | 673 | 674 | 675 | 676 | 677 | 678 | 679 | 680 | 681 | 682 | 683 | 684 | 685 | 686 | 687 | 688 | 689 | 690 | 691 | 692 | 693 | 694 | 695 | 696 | 697 | 698 | 699 | 700 | 701 | 702 | 703 | 704 | 705 | 706 | 707 | 708 | 709 | 710 | 711 | 712 | 713 | 714 | 715 | 716 | 717 | 718 | 719 | 720 | 721 | 722 | 723 | 724 | 725 | 726 | 727 | 728 | 729 | 730 | 731 | 732 | 733 | 734 | 735 | 736 | 737 | 738 | 739 | 740 | 741 | 742 | 743 | 744 | 745 | 746 | 747 | 748 | 749 | 750 | 751 | 752 | 753 | 754 | 755 | 756 | 757 | 758 | 759 | 760 | 761 | 762 | 763 | 764 | 765 | 766 | 767 | 768 | 769 | 770 | 771 | 772 | 773 | 774 | 775 | 776 | 777 | 778 | 779 | 780 | 781 | 782 | 783 | 784 | 785 | 786 | 787 | 788 | 789 | 790 | 791 | 792 | 793 | 794 | 795 | 796 | 797 | 798 | 799 | 800 | 801 | 802 | 803 | 804 | 805 | 806 | 807 | 808 | 809 | 810 | 811 | 812 | 813 | 814 | 815 | 816 | 817 | 818 | 819 | 820 | 821 | 822 | 823 | 824 | 825 | 826 | 827 | 828 | 829 | 830 | 831 | 832 | 833 | 834 | 835 | 836 | 837 | 838 | 839 | 840 | 841 | 842 | 843 | 844 | 845 | 846 | 847 | 848 | 849 | 850 | 851 | 852 | 853 | 854 | 855 | 856 | 857 | 858 | 859 | 860 | 861 | 862 | 863 | 864 | 865 | 866 | 867 | 868 | 869 | 870 | 871 | 872 | 873 | 874 | 875 | 876 | 877 | 878 | 879 | 880 | 881 | 882 | 883 | 884 | 885 | 886 | 887 | 888 | 889 | 890 | 891 | 892 | 893 | 894 | 895 | 896 | 897 | 898 | 899 | 900 | 901 | 902 | 903 | 904 | 905 | 906 | 907 | 908 | 909 | 910 | 911 | 912 | 913 | 914 | 915 | 916 | 917 | 918 | 919 | 920 | 921 | 922 | 923 | 924 | 925 | 926 | 927 | 928 | 929 | 930 | 931 | 932 | 933 | 934 | 935 | 936 | 937 | 938 | 939 | 940 | 941 | 942 | 943 | 944 | 945 | 946 | 947 | 948 | 949 | 950 | 951 | 952 | 953 | 954 | 955 | 956 | 957 | 958 | 959 | 960 | 961 | 962 | 963 | 964 | 965 | 966 | 967 | 968 | 969 | 970 | 971 | 972 | 973 | 974 | 975 | 976 | 977 | 978 | 979 | 980 | 981 | 982 | 983 | 984 | 985 | 986 | 987 | 988 | 989 | 990 | 991 | 992 | 993 | 994 | 995 | 996 | 997 | 998 | 999 | 1000 |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-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[illegible]

|    |                       |     |      |       |     |     |
|----|-----------------------|-----|------|-------|-----|-----|
| 46 | 4-Splash Products 10p | 60  | .... | 13.27 | 0.2 | 7.5 |
| 39 | Spong Hldgs 5p        | 274 | -12  | 0.9   | 2.3 | 1.5 |

[illegible]

|    |               |     |      |     |     |
|----|---------------|-----|------|-----|-----|
| U3 | UDO Higgs 10p | 200 | 12.5 | 3.2 | 1.6 |
| U4 | Ulin 10p      | 111 | 12.5 | 3.2 | 1.6 |

[illegible]

## INSURANCES

[illegible]

**FINANCE, LAND—Cont**

## OIL AND GAS—Continued

**MINES—Continued**

| 1987 | High | Low | Stock                  | Price | yr  | Shs Held |
|------|------|-----|------------------------|-------|-----|----------|
| 100  | 49   | 49  | Green Eye & Minerals   | 62    | -1  |          |
| 102  | 145  | 145 | Mt. Kalmiester Znc     | 448   | -30 | 0.26     |
| 121  | 60   | 60  | Mineral Victoria Gold  | 9     | -1  |          |
| 122  | 10   | 10  | Minerals of Canada     | 10    | -1  |          |
| 92   | 68   | 68  | Minerals 'N' L         | 79    | -1  |          |
| 97   | 29   | 29  | Minson Resources Inc.  | 67    | -2  |          |
| 98   | 1    | 1   | Minisopa Gold          | 37    | -1  |          |
| 95   | 22   | 22  | Minimex Gold 20c       | 37    | -1  |          |
| 95   | 26   | 26  | Minisopa               | 30    | -1  |          |
| 96   | 10   | 10  | Minisopa Resources     | 32    | -7  |          |
| 116  | 45   | 45  | Ministep Mines         | 73    | -1  |          |
| 147  | 53   | 53  | Moloka Mines Inc.      | 136   | -2  |          |
| 95   | 3    | 3   | Molybdenum Resources   | 10    | -1  |          |
| 61   | 37   | 37  | Mosquito Hill Gold 51c | 56    | -1  | 0.12     |
| 60   | 32   | 32  | Muskegon Mines         | 55    | -1  |          |
| 95   | 33   | 33  | Nacala Resources       | 62    | -1  |          |
| 95   | 37   | 37  | Northern Gold 50c      | 56    | -1  |          |
| 95   | 33   | 33  | Northern Resources     | 62    | -1  |          |
| 95   | 30   | 30  | Northern Resources     | 78    | -1  |          |

|     |     |                   |    |
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| 89  | 30  | Wetzelville, N.J. | 36 |
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| 1987    |         | Stock                | Price   | % chg | Net | 1987 |
|---------|---------|----------------------|---------|-------|-----|------|
| High    | Low     |                      |         |       |     |      |
| 475     | 180     | Amgen Inc.           | 99 1/2  |       | 3.5 | 2.7  |
| 252     | 110     | Advanced Gen. Pro.   | 54 1/2  |       | 1.5 | 2.5  |
| 624     | 240     | Abbott Lab.          | 124 1/2 |       | 1.5 | 2.5  |
| 150     | 60      | Advent Tech. Inc.    | 37 1/2  |       | 0   | 0    |
| 156     | 10      | Catalyst Constr. Co. | 70      | -2    | 0   | 0    |
| 150     | 37 1/2  | Cortec Indus. Inc.   | 86 1/2  |       | 0   | 0    |
| 150     | 37 1/2  | Crown Equip. Co.     | 30      | -3    | 0   | 0    |
| 217     | 104     | Genzyme Corp.        | 100     |       | 0   | 0    |
| 217     | 104     | Novo-22 Res.         | 153     | -12   | 0   | 0    |
| 150     | 60      | Pharmacia            | 131 1/2 |       | 0   | 0    |
| 223 1/2 | 113 1/2 | Pharmacia & Upjohn   | 228 1/2 |       | 0   | 0    |

[illegible]

- Imvion soon reduced, paused or deferred.
- Tax-free to non-residents on application.
- Shares of room at 3-star hotel.
- Not officially UK listed; dealings permitted under Rule 145.
- US\$140 listed on Stock Exchange and company not a member of degree of US\$140 listed securities.
- Death in under time 535133.
- Price at time of suspension.
- Indication of possible recovery and no signs it relates to previous dividend in forecast.
- Mergers bid or reorganisation in progress.
- Not suitable.
- Same interest; reduced final and/or reduced earnings.
- Forecast dividend; cover on earnings supported by latest figures.
- Cover allows for conversion of shares not now ranking for or ranking only for restricted dividend.
- Forecast allows for conversion of shares not now rank for a future date. No P/E ratio usually provided.
- No par value.

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| REGIONAL & IRISH STOCKS   |        |                |      |
|---|--------|----------------|------|
| The following is a selection of Regional and Irish stocks, the group in Irish currency. |        |                |      |
| Albany Ind 30c  | 78d    | Fy 32% STK22   | 133d |
| Craft & Rowe Cl   | 13 1/2 | Armco          | 9d   |
| Finster Pk 5c   | 86d    | CPI Index      | 5d   |
| West Linn 25c   | 84d    | Carroll Ind    | 13d  |
| Tell Sem. 1 1/2   | 11 1/2 | Duffie Gas     | 11d  |
|   |        | Hall IR & H.J. | 11d  |
|   |        | Hutton Hops    | 11d  |
|   |        | Irish Roads    | 16d  |
|   |        | Wardur         | 27d  |
| Fund 11 1/2   | 1958   |                |      |
| Ret. 9 1/2  | 86/89  |                |      |

|                   |     |                 |
|-------------------|-----|-----------------|
| Alfred Jones      | 16  | Nat West Bk     |
| Ally              | 16  | P & O Dtd       |
| BAT               | 15  | Pamsey          |
| BGR Corp          | 42  | Pony P&L        |
| BSE               | 42  | Polys           |
| BTR               | 10  | Royal Elect     |
| Busbeck           | 10  | RHM             |
| Burdays           | 47  | Rank Org Ind    |
| Buecham           | 48  | Reed Ind        |
| Blue Circle       | 48  | STC             |
| Boots             | 25  | Sears           |
| Bowers            | 37  | T1              |
| Brd Air Transport | 37  | T&B             |
| Brd Telecom       | 20  | Tesco           |
| Burns Ford        | 23  | Thorn EmL       |
| Calbary           | 23  | Trust Houses    |
| Charron Cos       | 30  | Turner Newall   |
| Charm Union       | 29  | Unwaver         |
| Courtauld         | 35  | Vickers         |
| ENFD              | 28  | Wellcome        |
| Gen Accident      | 80  | Property        |
| ERIC              | 10  | S&L Land        |
| Glaxo             | 110 | Land Securities |
| Glass Met         | 40  | MEPC            |
| Grays V           | 100 | Stacy           |

|                 |    |                |
|-----------------|----|----------------|
| GKN             | 30 | OBS            |
| Harmon Tel.     | 15 | BOM            |
| Hawker Sid      | 10 | Brit Petroleum |
| ICI             | 80 | Burnham Oil    |
| Imperial        | 52 | Chemical       |
| Johnson         | 40 | Premier        |
| Ladbroke        | 25 | Shell          |
| Legal & Gen     | 25 | Tricentral     |
| Levy Service    | 48 | Ultramar       |
| Lloyds Bank     | 15 |                |
| Lucas Inds      | 55 | Miles          |
| Marks & Spencer | 18 | Cons Gold      |
| Mission R       | 25 | Lorain         |
| Morgan Grenfell | 35 | Ric T Zinc     |

A selection of Options traded is given on the London Stock Exchange Report Page.

## LONDON STOCK EXCHANGE

## Successful Rolls-Royce debut stands out as banks lead equity sector downward

Account Dealing Dates  
First Declared Last Account  
Dealing Date Dealing Day

May 11 May 28 May 29 Jun 3  
Jun 1 Jun 11 Jun 12 Jun 22  
Jun 15 Jun 25 Jun 26 July 6

\*New time dealings may take place from 9.00 am new business days earlier.

The confidence of the London stock market was sharply jolted yesterday by bearish developments on both the domestic and international fronts. Equities suffered substantial falls after the latest public opinion polls indicated a narrowing in the Government's lead, and Citicorp's \$2.5bn Third World debt write-off sent bank shares plunging.

The FT-SE index quickly shed more than 40 points, and an attempted rally was blotted out when Wall Street moved erratically in early trade.

The market closed flat, with morale sagging as fresh hints that today's (Thursday) press will carry another poll less optimistic on the Government's electoral chances.

The FT-SE 100 index closed 40.3 down at 2174.0, and the FT Ordinary index, with less exposure to the banking sector, down 28.2 to 1692.8.

But, outside the financial sector, selling was not heavy, and the Rolls-Royce issue made a high-yield debut. Nearly half the \$36m newly issued Rolls-Royce shares were traded, and although the first traded price of 128p, against the 85p par value issue price, disappointed some investors, the shares moved up quickly to 146p, closing at 147p—a premium of 62p.

As expected, UK private investors sold Rolls-Royce shares but there was ready demand from the institutions, both domestic and foreign, with Japanese interest a feature.

The international stocks suffered heavy mark-downs as soon as the market opened and made little recovery. Imperial Industries, Fisons, Jaguar and the major oil stocks all closed with significant falls.

But traders said that there was little foreign selling pressure and that some blue chips, among which Glaxo stood out, found buyers at lower levels.

Consumer and brewery issues, which led the market earlier this week, were prominent in the list of yesterday's losers.

The gilt-edged sector opened cautiously, despite the weakness of the US bond market and the dramatic news from Citicorp. But selling soon dried up and prices edged upwards to show small net gains at mid-session.

The rumours of another unhelpful opinion poll then took the heart out of Glits, and prices turned downwards, closing with net falls of 1/4 in the high coupon long-dated issues. The market was steady in the final minutes, helped by reports of international moves on the Argentine debt problems and of liquidity help by the Federal Reserve in the US debt markets.

The move by America's Citicorp to increase its loan loss reserves by \$3bn and take a \$2.5bn loan in its second quarter figures to reflect its exposure to third world sovereign debts sent a shock wave throughout the bank sector. Pears that the UK clearer's move produced a heavy wave of mainly UK selling of the big four banks—recently the subject of big US overseas buying.

Midland, said to have the biggest exposure to foreign debt, slumped to 634p before picking up to close a net 46 off at 657p. Lloyds, rated as having the second biggest overseas debt liabilities, dropped to 524p but eventually closed 42 down on balance at 543p.

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The FT-SE 100 index closed 40.3 down at 2174.0, and the FT Ordinary index, with less exposure to the banking sector, down 28.2 to 1692.8.

But, outside the financial sector, selling was not heavy, and the Rolls-Royce issue made a high-yield debut. Nearly half the \$36m newly issued Rolls-Royce shares were traded, and although the first traded price of 128p, against the 85p par value issue price, disappointed some investors, the shares moved up quickly to 146p, closing at 147p—a premium of 62p.

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| FINANCIAL TIMES STOCK INDICES |        |        |         |         |         |          |        |                  |        |       |  |
|-------------------------------|--------|--------|---------|---------|---------|----------|--------|------------------|--------|-------|--|
|                               | May 20 | May 19 | May 18  | May 15  | May 14  | Year ago | 1987   | Since Completion |        |       |  |
|                               |        |        |         |         |         |          | High   | Low              | High   | Low   |  |
| Government Secs               | 92.43  | 92.43  | 92.32   | 92.62   | 92.92   | 92.24    | 92.32  | 94.49            | 127.4  | 49.18 |  |
| Fixed Interest                | 97.73  | 97.77  | 97.82   | 98.07   | 98.05   | 97.03    | 98.54  | 102.23           | 105.4  | 50.53 |  |
| Ordinary V                    | 1690.8 | 1719.0 | 1696.4  | 1691.6  | 1684.2  | 1312.5   | 1719.0 | 1320.2           | 1719.0 | 49.4  |  |
| Gold Mines                    | 439.2  | 433.3  | 444.1   | 429.9   | 420.8   | 228.0    | 485.0  | 121.1            | 121.1  | 43.5  |  |
| Ord. Div. Yield               | 3.40   | 3.35   | 3.40    | 3.39    | 3.41    | 4.19     |        |                  |        |       |  |
| Earnings Yld % (m)            | 8.21   | 8.09   | 8.18    | 8.18    | 8.20    | 10.40    |        |                  |        |       |  |
| P/E Ratio (m)                 | 14.99  | 15.21  | 15.05   | 15.04   | 15.01   | 11.76    |        |                  |        |       |  |
| SEAD, Bargins (5 pm)          | 57.059 | 48.685 | 50.314  | 49.571  | 47.513  |          |        |                  |        |       |  |
| Equity Turnover (m)           | —      | —      | 137.572 | 179.281 | 176.533 | 249.79   |        |                  |        |       |  |
| Equity Bargins                | —      | —      | 63.477  | 66.949  | 61.468  | 41.10    |        |                  |        |       |  |
| Shares Traded (m)             | —      | —      | 574.3   | 693.7   | 705.5   | 203.5    |        |                  |        |       |  |
| Opening                       | 1701.7 | 1702.6 | 1701.1  | 1694.4  | 1692.9  | 1692.9   | 1692.7 | 1696.0           | 1691.3 |       |  |
| Day's High                    | 1702.9 | 1702.6 | 1701.1  | 1694.4  | 1692.9  | 1692.9   | 1692.7 | 1696.0           | 1691.3 |       |  |

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SEAD,

# CANADA

# CANADA

| Sales | Stock | High | Low | Open | Close | Sales | Stock | High | Low | Open | Close | Sales | Stock | High | Low | Open | Close |
|-------|-------|------|-----|------|-------|-------|-------|------|-----|------|-------|-------|-------|------|-----|------|-------|
|-------|-------|------|-----|------|-------|-------|-------|------|-----|------|-------|-------|-------|------|-----|------|-------|

## TORONTO

### Closing prices May 20

|        |            |           |         |         |   |        |             |           |         |         |    |       |            |       |        |        |   |       |            |          |        |        |   |
|--------|------------|-----------|---------|---------|---|--------|-------------|-----------|---------|---------|----|-------|------------|-------|--------|--------|---|-------|------------|----------|--------|--------|---|
| 4612   | AMCA Int   | \$105     | 104     | 104     | - | 12220  | Comptong    | \$74      | 73      | 74      | 73 | 38149 | Laidlaw A  | \$22  | 21 1/2 | 21 1/2 | - | 10050 | Scotts I   | \$12     | 11 1/2 | 12     | - |
| 3000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 818500 | Comptol B   | 181       | 181     | 180     | -5 | 38149 | Laidlaw A  | \$22  | 21 1/2 | 21 1/2 | - | 17100 | Scotts J   | \$12 1/2 | 11 1/2 | 11 1/2 | - |
| 5000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 16700  | Com Bath A  | \$181     | 181     | 181     | 30 | 7800  | Leigh test | 495   | 495    | 490    | - | 20000 | Seagram    | \$90     | 90     | 92     | - |
| 5000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 14000  | Com Bath B  | \$181     | 181     | 181     | 30 | 7800  | Leigh test | 495   | 495    | 490    | - | 20000 | Seagram    | \$90     | 90     | 92     | - |
| 5000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 2135   | Com Glass   | \$27 1/2  | 27 1/2  | 27 1/2  | -  | 2000  | Lumonica   | \$10  | 9 1/2  | 9 1/2  | - | 2350  | Sellars A  | \$184    | 191    | 191    | - |
| 5000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 606    | Com Glass   | \$33      | 33      | 33      | 3  | 600   | MICO       | \$164 | 164    | 164    | - | 2894  | Sherrill A | \$6 1/2  | 6 1/2  | 6 1/2  | - |
| 5000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 170    | Com Glass   | \$12      | 12      | 12      | 1  | 600   | MICO       | \$164 | 164    | 164    | - | 2894  | Sherrill A | \$6 1/2  | 6 1/2  | 6 1/2  | - |
| 5000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 4687   | Com Glass   | \$144     | 144     | 144     | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 5000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 104    | Com Glass   | \$144     | 144     | 144     | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 5000   | AMCIRI Pr  | \$385     | 394     | 394     | - | 2948   | C Falcon C  | \$244     | 244     | 244     | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 412000 | Amcon      | \$394     | 397 1/2 | 397 1/2 | - | 83000  | Costale Ltd | \$134     | 134     | 134     | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 412000 | Amcon      | \$394     | 397 1/2 | 397 1/2 | - | 83000  | Costale Ltd | \$134     | 134     | 134     | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 25000  | Assestra   | \$142     | 134     | 134     | - | 2200   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 14900  | Alco Int I | \$111 1/2 | 111 1/2 | 111 1/2 | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 1325   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 1325   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
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| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  | 27 1/2  | 27 1/2  | - | 7700   | Crown A     | \$177 1/2 | 177 1/2 | 177 1/2 | -  | 400   | Min H X    | \$118 | 118    | 118    | - | 300   | Sigma      | \$220    | 221    | 221    | - |
| 3075   | BC Sugar A | \$27 1/2  |         |         |   |        |             |           |         |         |    |       |            |       |        |        |   |       |            |          |        |        |   |

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|                           |            |                           |             |             |                      |            |            |                       |            |            |
|---------------------------|------------|---------------------------|-------------|-------------|----------------------|------------|------------|-----------------------|------------|------------|
| <b>RISES:</b>             |            | <b>Ex &amp; Goldstein</b> | <b>121%</b> | <b>+11%</b> | <b>BAT Inds.</b>     | <b>943</b> | <b>-12</b> | <b>Widulski Bros.</b> | <b>641</b> | <b>-46</b> |
| <b>Ac &amp; Hutheson</b>  | <b>499</b> | <b>Ex-Lands</b>           | <b>80</b>   | <b>+27</b>  | <b>Bass</b>          | <b>988</b> | <b>-37</b> | <b>Pik. Bros.</b>     | <b>845</b> | <b>-14</b> |
| <b>Av Rubber</b>          | <b>610</b> | <b>Hamtrprint</b>         | <b>505</b>  | <b>+22</b>  | <b>Brit. Aero.</b>   | <b>630</b> | <b>-22</b> | <b>P. Peck Ind.</b>   | <b>283</b> | <b>-10</b> |
| <b>Bejam</b>              | <b>217</b> | <b>Just Rubber</b>        | <b>102</b>  | <b>+19</b>  | <b>Brit. Gas</b>     | <b>168</b> | <b>-4</b>  | <b>Racal Elect.</b>   | <b>250</b> | <b>-7</b>  |
| <b>Berisid. (S&amp;W)</b> | <b>350</b> | <b>Miller (S.)</b>        | <b>126</b>  | <b>+16</b>  | <b>Brit. Telecom</b> | <b>300</b> | <b>-7</b>  | <b>Rowntree</b>       | <b>507</b> | <b>-19</b> |
| <b>Coates Bros. A.</b>    | <b>239</b> | <b>Top Value Inds.</b>    | <b>101</b>  | <b>+8</b>   | <b>GEC</b>           | <b>228</b> | <b>-12</b> | <b>Sainsbury (J.)</b> | <b>572</b> | <b>-12</b> |
| <b>Conrad Heds.</b>       | <b>96</b>  | <b>Wood (S. W.)</b>       | <b>101</b>  | <b>+9</b>   | <b>Jaguar</b>        | <b>519</b> | <b>-15</b> | <b>Suter</b>          | <b>299</b> | <b>-12</b> |
|                           |            |                           |             |             | <b>Leeds Gr.</b>     | <b>355</b> | <b>-15</b> | <b>Whitebread A.</b>  | <b>350</b> | <b>-20</b> |

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## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

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## AMEX COMPOSITE CLOSING PRICES

[illegible]

| Company | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 | 2046 | 2047 | 2048 | 2049 | 2050 | 2051 | 2052 | 2053 | 2054 | 2055 | 2056 | 2057 | 2058 | 2059 | 2060 | 2061 | 2062 | 2063 | 2064 | 2065 | 2066 | 2067 | 2068 | 2069 | 2070 | 2071 | 2072 | 2073 | 2074 | 2075 | 2076 | 2077 | 2078 | 2079 | 2080 | 2081 | 2082 | 2083 | 2084 | 2085 | 2086 | 2087 | 2088 | 2089 | 2090 | 2091 | 2092 | 2093 | 2094 | 2095 | 2096 | 2097 | 2098 | 2099 | 2100 | 2101 | 2102 | 2103 | 2104 | 2105 | 2106 | 2107 | 2108 | 2109 | 2110 | 2111 | 2112 | 2113 | 2114 | 2115 | 2116 | 2117 | 2118 | 2119 | 2120 | 2121 | 2122 | 2123 | 2124 | 2125 | 2126 | 2127 | 2128 | 2129 | 2130 | 2131 | 2132 | 2133 | 2134 | 2135 | 2136 | 2137 | 2138 | 2139 | 2140 | 2141 | 2142 | 2143 | 2144 | 2145 | 2146 | 2147 | 2148 | 2149 | 2150 | 2151 | 2152 | 2153 | 2154 | 2155 | 2156 | 2157 | 2158 | 2159 | 2160 | 2161 | 2162 | 2163 | 2164 | 2165 | 2166 | 2167 | 2168 | 2169 | 2170 | 2171 | 2172 | 2173 | 2174 | 2175 | 2176 | 2177 | 2178 | 2179 | 2180 | 2181 | 2182 | 2183 | 2184 | 2185 | 2186 | 2187 | 2188 | 2189 | 2190 | 2191 | 2192 | 2193 | 2194 | 2195 | 2196 | 2197 | 2198 | 2199 | 2200 | 2201 | 2202 | 2203 | 2204 | 2205 | 2206 | 2207 | 2208 | 2209 | 2210 | 2211 | 2212 | 2213 | 2214 | 2215 | 2216 | 2217 | 2218 | 2219 | 2220 | 2221 | 2222 | 2223 | 2224 | 2225 | 2226 | 2227 | 2228 | 2229 | 2230 | 2231 | 2232 | 2233 | 2234 | 2235 | 2236 | 2237 | 2238 | 2239 | 2240 | 2241 | 2242 | 2243 | 2244 | 2245 | 2246 | 2247 | 2248 | 2249 | 2250 | 2251 | 2252 | 2253 | 2254 | 2255 | 2256 | 2257 | 2258 | 2259 | 2260 | 2261 | 2262 | 2263 | 2264 | 2265 | 2266 | 2267 | 2268 | 2269 | 2270 | 2271 | 2272 | 2273 | 2274 | 2275 | 2276 | 2277 | 2278 | 2279 | 2280 | 2281 | 2282 | 2283 | 2284 | 2285 | 2286 | 2287 | 2288 | 2289 | 2290 | 2291 | 2292 | 2293 | 2294 | 2295 | 2296 | 2297 | 2298 | 2299 | 2300 | 2301 | 2302 | 2303 | 2304 | 2305 | 2306 | 2307 | 2308 | 2309 | 2310 | 2311 | 2312 | 2313 | 2314 | 2315 | 2316 | 2317 | 2318 | 2319 | 2320 | 2321 | 2322 | 2323 | 2324 | 2325 | 2326 | 2327 | 2328 | 2329 | 2330 | 2331 | 2332 | 2333 | 2334 | 2335 | 2336 | 2337 | 2338 | 2339 | 2340 | 2341 | 2342 | 2343 | 2344 | 2345 | 2346 | 2347 | 2348 | 2349 | 2350 | 2351 | 2352 | 2353 | 2354 | 2355 | 2356 | 2357 | 2358 | 2359 | 2360 | 2361 | 2362 | 2363 | 2364 | 2365 | 2366 | 2367 | 2368 | 2369 | 2370 | 2371 | 2372 | 2373 | 2374 | 2375 | 2376 | 2377 | 2378 | 2379 | 2380 | 2381 | 2382 | 2383 | 2384 | 2385 | 2386 | 2387 | 2388 | 2389 | 2390 | 2391 | 2392 | 2393 | 2394 | 2395 | 2396 | 2397 | 2398 | 2399 | 2400 | 2401</ |
|---------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|--------|
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**Continued on Page 39**

# FINANCIAL TIMES

## WORLD STOCK MARKETS

### Stocks recover poise as credit markets calm

#### WALL STREET

CALM returned to Wall Street stock and bond markets yesterday after the short-lived squall over Citicorp's huge increase in loan-loss provisions, writes Roderick Orum in New York.

The interest-rate gap between short-term bank and government securities narrowed slightly following Tuesday's widening when Citicorp's news triggered a flight to quality. There was no evidence that any bank was having difficulty funding itself in the markets yesterday.

Partial recovery of credit markets helped stocks stabilise after their fall Tuesday afternoon although investors remained apprehensive about higher interest rates and widespread profit taking was apparent.

The Dow Jones industrial average closed down 5.41 at 2,215.57, its fifth fall in a row. Broader market indices fared worse with the Standard & Poor's 500 index losing 1.51 to 278.21 and the New York Stock Exchange composite index falling 0.91 to 157.02.

NYSE trading was heavy at 207.5m shares with the number of issues falling outnumbering those rising by 1,171 to 440.

The mood of the markets was helped by the favourable response most analysts gave to Citicorp's loan reserve. Its stock gained 5.2% to \$33.54 as Merrill Lynch and several other brokerage houses recommended buying the stock because the bank had begun to tackle the problem of Third World sovereign debt.

Citicorp's action put pressure on its competitors to follow suit. Market makers Hanover fell 5.1% to \$38.94, Chemical Bank fell 5.1% to \$39.94 and BankAmerica slipped 5% to \$11.14 while Chase Manhattan added 5% to \$34.94 and J. P. Morgan rose 5% to \$42.

Higher interest rates, pushed up in part by Citicorp's news, continued to reduce investor enthusiasm for interest-rate sensitive stocks. American International Group fell 5.4% to \$60.74, Great Western Financial lost 5% to \$45.94, CIGNA gave up 5% to \$57.94 and Travelers fell 5% to \$41.94.

Some oil stocks managed to recover their sharp losses of Tuesday despite a further fall in crude oil prices. Exxon rose 5% to \$37.94 and Chevron gained 5.1% to \$56.94 while Amoco lost 5.1% to \$82.94 and Atlantic Richfield fell 5.2% to \$86.94.

In the takeover arena, Crazy Ed-

die jumped 5.2% to 57% as about one-fifth of its capital changed hands in the over-the-counter market. The discount electronics goods retailer received a \$7 a share takeover offer from Mr Eddie Antar, its chairman.

Among companies reporting or forecasting higher earnings, Toys R Us rose 5% to \$34.94 and PepsiCo gained 5.1% to \$31.94.

Credit markets were calm again yesterday after being unsettled on Tuesday afternoon by news of Citicorp's huge increase in loan-loss reserves. The news triggered a flight to quality which pushed down yields on government securities and raised those on bank paper.

The gap between the two narrow Treasury bills adding about 12 basis points to 5.82 per cent while short-term rates on, for example, certificates of deposit and bankers' acceptances were unchanged to 10 basis points higher at up to 7.20 per cent.

The price of the benchmark 8.75 per cent Treasury long bond was up 1/4 by late afternoon at 98 1/4 yielding 9.08 per cent.

There was some concern, however, that the Federal Reserve Board might be less willing to raise its discount rate if it felt that markets needed an easy monetary policy in the wake of Citicorp's news.

Some analysts say that a half-point increase in the discount rate would show the Fed's determination to nip the inflation in the bud and thus help stabilise the bond and stock markets.

So strong is the expectation of an increase, markets could react badly to the Fed taking no action.

Meanwhile, evidence is continuing to grow that the Fed has been tightening slightly its reserve policy to help firm up interest rates. A further sign yesterday was the Fed's announcement of overnight matched sales. The Fed funds rate at which banks lend reserves to each other was, however, unchanged on the day at 6 1/4 per cent.

#### CANADA

A SELL-OFF of financial stocks led Toronto share prices sharply lower despite Wall Street's midday recovery.

Banks were active and weaker. Canadian Imperial Bank of Commerce headed the active and fell 5% to C\$20.94. Bank of Nova Scotia dipped 5% to C\$17.94 and Bank of Montreal gave up 5% to C\$33.94.

Montreal moved lower in all sectors. Vancouver also fell.

#### SOUTH AFRICA

GOLD SHARES firmed in Johannesburg despite the dampening effect of a stronger financial rand and the slight dip in the gold price from its recent surge.

Heavyweight gold shares fared well, with Randfontein R8.00 stronger at R497.00 and Vaal Reef R18.00 up at R450.00.

Cheaper gold stocks also advanced, with Beatrix climbing 50 cents to R19.50 and Harmony R1.50 stronger at R32.50. Mining financials followed golds upwards, with Anglo American R1.50 up at R81.50.

Industrials closed mixed to slightly firmer in nervous trade.

Alice Rawsthorn on a UK forum for deals in small companies

### Fortunes rise for Third Market

THE THIRD MARKET, the new forum for dealings in the shares of small UK companies, enjoyed a marked improvement in its fortunes last week when the market's index rose above its original 100 for the first time since its inception in late January.

The index, compiled by stockbrokers Credit Suisse Buckmaster & Moore, rose 9 per cent last week to 101.5. It thus outperformed both the FT-A All Share Index and the FT-SE 100 index, which rose by 5.2 and 3.0 per cent respectively.

In its first four months the progress of the third tier has been rather erratic. Although some companies quoted on the new forum have seen healthy rises in their share

prices, the turnover of shares has been lower and the flow of new issues slower than the London Stock Exchange originally expected.

Last week, however, the market's fortunes revived. Investors' interest was fuelled by bullish announcements from some of the companies already quoted on the third tier and by the emergence of a popular new issue.

Corton Beach, a holding company, unveiled its first publicly quoted set of results in which pre-tax profits trebled, and watched its share price surge 35p to 96p (£1.61) in the course of the week.

Similarly, Catalyst Communications, a marketing services group, attracted investors' attention after

announcing a trebling of pre-tax profits and an acquisition.

Meanwhile, the arrival of Crown Eyeglass, a manufacturer and distributor of spectacles, not only broke a prolonged lull in Third Market new issues but also stimulated interest in the third tier. Crown Eyeglass began dealings by soaring to an immediate premium.

Professional advisers, meanwhile, such as accountants and stockbrokers, report renewed interest from prospective Third Market recruits in recent weeks. Most observers anticipate a surge of new issues next year when the first tranche of Business Expansion Scheme companies are released from BES funds.

#### EUROPE

### Frankfurt, Zurich bank shares lead way down

ANXIETY over Citicorp's move to protect itself against loan losses depressed most European bourses.

Frankfurt took the news particularly badly, influenced by heavy losses on US credit markets on Tuesday following Citicorp's announcement, and a softer dollar.

Reports from the DIW Economic research institute of sluggish economic growth with little prospect of an upturn added to the despondency.

Investors stayed well away from a market in which banks set a depressed tone, and selling pressure emerged as professionals and foreign operators unloaded stocks.

The Commerzbank index, calculated at mid-session, fell 22.6 to 1,729.6.

Among banks, BHF plunged DM 24 to DM 591 despite news that total operating profit in the first four months of 1987 was higher than in the year-ago period. Deutsche Bank lost DM 17 to DM 579.50, and Commerzbank shed DM 10 to DM 245.

News that West German car and van production fell to 386,500 in April from 428,218 in April 1986 also acted as a depressant. Daimler fell DM 22 to DM 980.50 despite a rise in its 1986 world group net profit from DM 1.68bn to DM 1.77bn.

Zurich reacted to the Citicorp news and losses on other leading bourses by weakening across the board, with the banking and insurance sectors hardest hit.

Stockholders fell sharply after Tuesday's moderate recovery on a further rise in interest rates. Bear-

#### LONDON

BANK shares plunged in London following the news regarding Citicorp's debt write-off, and the latest opinion poll indicating a narrowing in the Conservative Party's lead in the general election campaign.

Equities in the financial sector suffered losses, but morale was not low across the board. The Rolls-Royce issue made a successful debut in the first day's trading following its flotation.

The FT-SE 100 index closed 40.3 down at 2,174.0, and the FT Ordinary, which has less exposure to the banking sector, lost 28.2 to 1,690.80.

ish sentiment persisted regarding medium-term price movements.

Paris sagged at the close of the bourse's accounting month, infected by the same anxieties as most of Europe and disheartened by a series of disappointing French economic indicators in recent weeks.

Milan ended a slump lasting seven sessions in a technical reaction to the recent downturn. Activity was spread across a wide range of stocks.

Olveti put on L89 to close at 1,124.00 and Montedison ordinary closed up L38 at L2,703.

Oslo moved higher in mixed trading, offsetting losses in banking and insurance sectors.

Madrid firmed, with gains in

bank, engineering building and chemical stocks.

The Swiss Bank Corp (SBC) index, the main barometer of Swiss share prices, fell to 607.9, its lowest level since August 8 1986. The SBC banking index fell to 850.2 from 855.6.

Credit Suisse bearer fell SF 100 to SF 2,500, followed down by registered stocks of Swiss Volksbank and Union Bank of Switzerland.

Brussels remained under a shadow following Tuesday's declines on the back of a series of dividend payments and followed the other exchanges downwards.

In insurance, Royale Beige continued to decline on small investor profit-taking. It fell sharply for the third consecutive session, dropping Bfr 640 to Bfr 5,946.

Amsterdam saw selling pressure as the dollar remained weak, and opening declines were extended. Banks eased, with the weaker market. The largest Dutch bank ABN fell Fl 9 to Fl 477, and Amro Fl 140 to Fl 73.30.

Stocks moved higher in mixed trading, offsetting losses in banking and insurance sectors.

Madrid firmed, with gains in

### UK widens quote service

BY CLIVE WOLMAN IN LONDON

TWO new initiatives were announced yesterday which will improve the flow of information to the London stock market about trading in foreign securities.

NMW Computers, a company which processes the settlement of about quarter of all Stock Exchange trades, has signed an agreement with the Toronto Stock Exchange which will allow investors and stockbrokers in London to carry out automated transactions in Canadian stocks.

This will be done via a link with

the Toronto Stock Exchange's own computerised dealing service.

Initially the service will cover only a small number of securities, but it will gradually be expanded to cover all TSE stocks. The service will also provide a currency conversion, settlement and stock loan facility.

Meanwhile, the London Stock Exchange has extended its system for the reporting of all transactions in the most actively traded securities to its international price quotation service, Seag International.

#### ASIA

### Nikkei plunges on news of Citicorp debt move

#### TOKYO

US BANK Citicorp's decision to add \$3bn to its loan loss reserve against Third World debts jolted the Tokyo market and heavy selling of financial issues drove prices sharply lower, writes Shigeo Nishiwaki of Jiji Press.

The Nikkei average of 225 select issues shed 558.28 points from the previous day to 23,419.80, the second biggest ever daily loss. Volume was 827.65m shares compared with Tuesday's 680.12m. Losers far outnumbered gainers by 693 to 232, with 81 issues unchanged.

Financial issues, notably city banks with outstanding loans to developing countries, were depressed by a wave of selling.

Sumitomo Bank plunged Y330 at one point, but later recovered slightly to end Y290 lower at Y4,320. Mitsubishi Bank fell Y200 to Y3,800 and Fuyo Bank Y150 to Y3,800.

Trust banks and non-life insurance were also cheaper. Mitsubishi Trust and Banking, and Tokio Marine and Fire Insurance, finished Y480 and Y110 lower at Y4,800 and Y2,390 respectively.

Securities houses fell sharply, affected by the Tokyo stock exchange's plans to cut brokerage commissions on stock transactions. Nomura Securities fell Y330 to Y4,080 and Daiwa Securities Y330 to Y3,080.

Large-capital stocks were heavily sold. Nippon Steel, though topping the active list with 72.21m shares changing hands, closed Y21 lower at Y330.

Nippon Kokan dropped Y25 to Y300 and Ishikawajima-Harima Heavy Industries Y18 to Y638. But Mitsubishi Heavy Industries, which jumped to Y330 at one point, was hunted in afternoon trading and ended Y3 higher at Y538.

Constructions, chemicals and biotechnology issues lost ground almost across the board, with Taisei Corp losing Y80 to Y1,140, Mitsui

Toson Chemicals Y35 to Y807 and Asahi Chemical Y70 to Y1,100.

Conversely, high-technology issues, notably electronics, continued firm, supported partly by investment trusts' active buying. NEC gained Y80 to Y1,700, Matsushita Electric Industrial Y70 to Y1,570, Oki Electric Y31 to Y633 and Hitachi Y15 to Y935.

Power and gas utilities sounded a weak note, with Tokyo Electric Power shedding Y180 to Y3,800.

Bond prices moved erratically. Dealers, discouraged by the sharp overnight decline on the US bond market, placed massive sell orders in early trading. This pushed up the yield on the benchmark 3.1 per cent government bond, maturing in June 1996, to 3.270 per cent.

In afternoon trading, however, the market was flooded with buy orders and the yield on the benchmark mark issue turned lower to finish at 3.065 per cent, compared with 3.060 per cent at the close of Tuesday's trading. In inter-dealer trading later, the yield slipped below 3 per cent to reach 2.928 per cent.

#### SINGAPORE

BARGAIN hunting and short covering kept Singapore active over a broad front and the Straits Times industrial index gained 7.02 points to 1,207.85. Foreign institutions renewed their interest for financial and selected industrial shares in the afternoon, although some of the high-fliers that gained strongly in last week's surge saw profit-takers move in.

Most attention was again focused on second-line stocks; most active was Mui, with 3.1m shares changing hands, which closed 6 cents higher at S\$2.40. Institutional investors - foreign and local - continued to play a prominent role.

Shell gained 30 cents to S\$6 while MCB Holdings firmed 22 cents to S\$2.06. Weatone rose 30 cents to S\$5.95 and OUB dropped 20 cents to S\$5.65.

#### HONG KONG

PESSIMISM over the weakness of Wall Street and Tokyo share prices and resurfaced Third World debt worries pulled Hong Kong prices lower. Only property shares managed advances.

The Hang Seng index fell 3.37 to 2,878.18.

Properties were buoyed by the prospect of next week's Government land auction. Hang Lung Development 22 times, the company said. There were 50,387 valid applications for some 14.2m shares, against the offering of 67m shares, or 73 per cent of the enlarged capital.

Trading began on May 23. Shares are being quoted on the grey market at up to HK\$2 higher than the HK\$2.58 offer price.

Development added 20 cents to HK\$13.10. Hong Kong Land gained 10 cents to HK\$3.90 and New World Development 25 cents to HK\$11.

Citicorp's loan loss boost led to a sell-off in bank stocks. Bank of East Asia lost 30 cents to HK\$21.90 and Hongkong Bank gave up 5 cents to HK\$3.40.

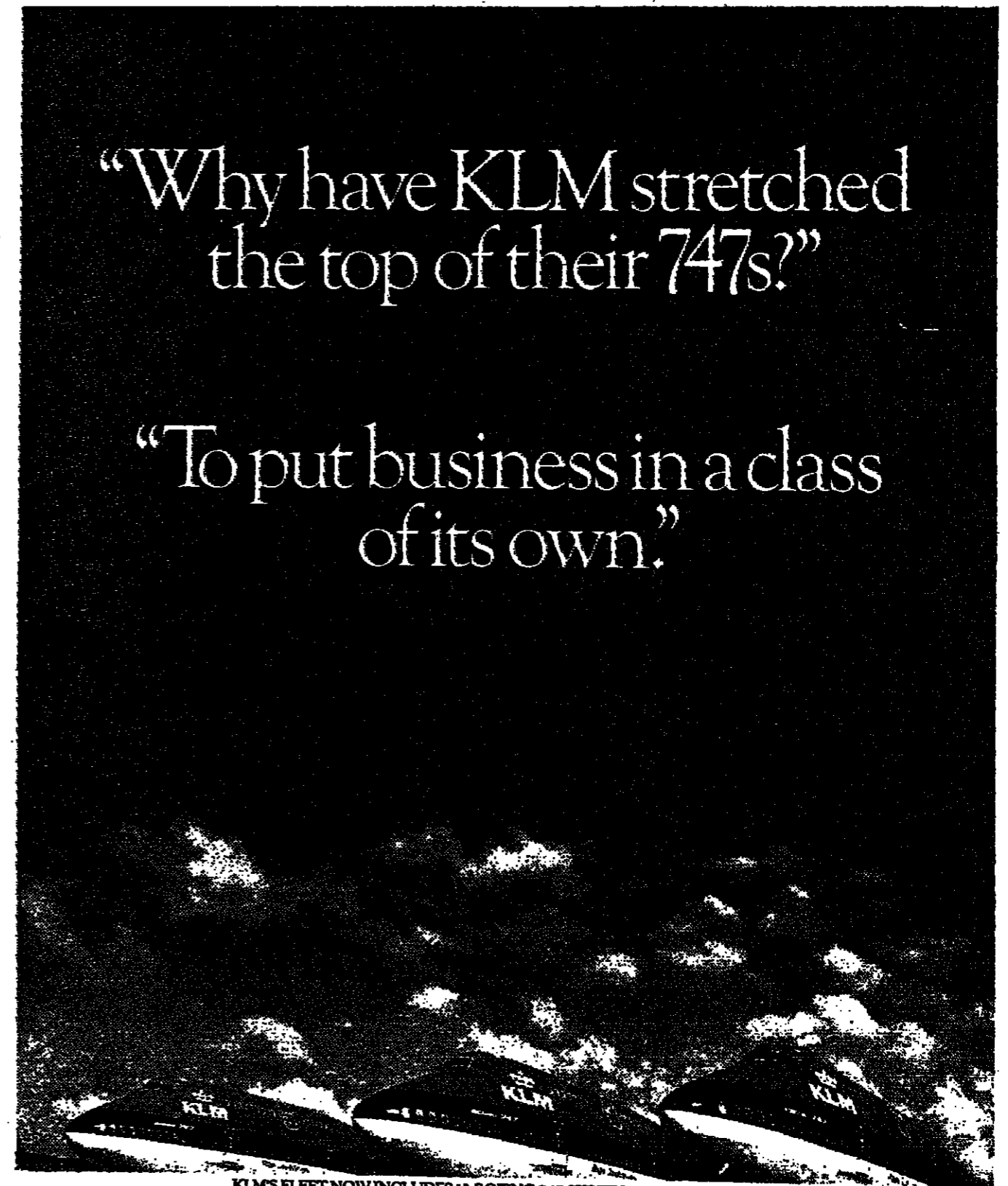
#### AUSTRALIA

THE RBC overnight rise in the bull-on price boosted gold stocks and other miners amid renewed international interest, and Sydney prices recovered much of the ground lost on Wednesday. The All Ordinaries index closed up 16.2 at 1,854.9.

Gold led the advance, with the sector index adding 31.5 to 3,621.0. Emperor Mines featured with an 80 cents gain to A\$9.70 despite worries about its Fiji operations, while Nor-selman picked up 40 cents to A\$3.45. Kidston Gold Mines added 50 cents to A\$9.00.

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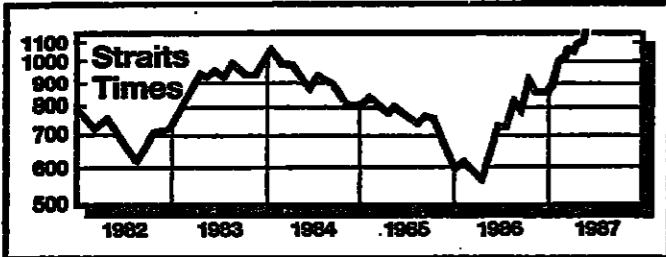
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#### KEY MARKET MONITORS



#### STOCK MARKET INDICES

**NEW YORK** May 20 Previous Year ago  
DJ Industrials 2,215.57 2,248.27 1,783.98  
DJ Transport 833.42 843.91 785.45  
DJ Utilities 191.36 196.05 192.08  
S&P Comp. 278.21 283.66 236.11

**LONDON FT**  
Ord 1,890.8 1,719.0 1,312.5  
SE 100 2,774.0 2,214.3 1,885.8  
A All-shares 1,086.05 1,103.10 783.84  
A 500 1,207.67 1,227.86 862.77  
Gold mines 439.2 433.3 228.0  
A Long gilt 8.92 8.87 8.18  
World Act Ind 130.09 131.67 89.87  
(May 20)

**TOKYO**  
Nikkei 23,419.80 24,077.86 15,850.0  
Tokyo SE 2,854.91 2,822.10 1,955.69

**AUSTRALIA**  
All Ord. 1,854.6 1,836.7 1,176.2  
Mining & Mtn. 1,294.4 1,256.1 481.1

**AUSTRIA**  
Credit Aldien 186.57 187.29 232.91

**BELGIUM SE**  
4,512.40 4,599.80 3,689.80

**CANADA**  
Toronto 3,723.3 3,760.8 3,028.5  
Compote 1,223.9 1,260.1 1,537.81

**DENMARK SE**  
SE 203.10 - 225.08

**FRANCE**  
CAC Gen 425.80 436.30 405.3  
Ind. Tendance 104.30 105.20 93.13

#### WEST GERMANY

FAZ-Aldien 570.98 579.22 641.72  
Commerzbank 1,729.60 1,752.20 1,942.2

**HONG KONG** Hang Seng  
2,878.10 2,881.47 1,777.27

**ITALY** Banca Com.  
689.10 697.77 908.20

**NETHERLANDS** ANP CBS  
Gen 286.50 282.40 286.3  
Ind 253.50 258.50 254.1

**NORWAY** Oslo SE  
423.82 - 332.25

**SINGAPORE** Straits Times  
1,207.85 1,199.80 890.19

**SOUTH AFRICA** JSE  
Gold 2,244.0 1,153.7  
Industrials 1,947.0 1,161.6

**SPAIN** Madrid SE  
204.10 222.77 178.09

**SWEDEN** J & P  
2,590.60 2,605.80 2,340.94

**SWITZERLAND** Swiss Bank Ind  
580.50 585.10 560.7

**COMMODITIES (London)**  
Silver (spot) May 20 Prev  
555.30p 540.55p  
Copper (cash) 87.25 87.00  
Coffee (July) 1,295.00 1,280.00  
Oil (Brent) 44.05 44.15

**GOLD (\$/oz)**  
May 20 Prev  
London 475.25 470.00  
Zurich 478.75 470.25  
Paris (Bidding) 473.21 464.59  
Luxembourg 440.65 447.85  
New York (June) 472.10 478.30

#### CURRENCIES (London)

**US DOLLAR** May 20 Previous  
1.8235 1.8200  
DM 1.7745 1.7780 2.2875 2.2925  
Yen 139.80 140.00 236.50 235.50  
FF 5.225 5.2475 6.9225 6.9101  
SFR 1.4540 1.4580 2.4475 2.455  
FI 1.5995 2.0035 3.395 3.3725  
Lira 1,294.50 1,290 2,102.5 2,171.00  
Bp 36.80 36.85 81.95 82.00  
CS 1.3465 1.3405 2.2655 2.2570

**INTEREST RATES**  
May 20 Prev  
3-month US\$ 7 1/4% 7 1/4%  
6-month US\$ 8 3/4% 8 3/4%  
3-month DM 5 1/4% 5 1/4%  
6-month DM 5 1/4% 5 1/4%  
3-month Yen 5 1/4% 5 1/4%  
6-month Yen 5 1/4% 5 1/4%  
3-month SFR 6 1/4% 6 1/4%  
6-month SFR 6 1/4% 6 1/4%  
3-month FI 7 1/4% 7 1/4%  
6-month FI 7 1/4% 7 1/4%  
3-month Lira 12 1/2% 12 1/2%  
6-month Lira 12 1/2% 12 1/2%  
3-month Bp 12 1/2% 12 1/2%  
6-month Bp 12 1/2% 12 1/2%  
3-month CS 12 1/2% 12 1/2%  
6-month CS 12 1/2% 12 1/2%

**FINANCIAL FUTURES**  
May 20 Prev  
US Treasury bonds (CBT)  
9 1/2% 20s of 100%  
June 87-25 88-13 87-04 88-07  
US Treasury bills (CBT)  
\$1m points of 100%  
June 94.00 94.18 93.98 93.96  
\$5m points of 100%  
June n/a n/a n/a n/a  
3-month US\$ 7 1/4% 7 1/4%  
6-month US\$ 8 3/4% 8 3/4%  
3-month DM 5 1/4% 5 1/4%  
6-month DM 5 1/4% 5 1/4%  
3-month Yen 5 1/4% 5 1/4%  
6-month Yen 5 1/4% 5 1/4%  
3-month SFR 6 1/4% 6 1/4%  
6-month SFR 6 1/4% 6 1/4%  
3-month FI 7 1/4% 7 1/4%  
6-month FI 7 1/4% 7 1/4%  
3-month Lira 12 1/2% 12 1/2%<